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Brewers' and bottlers' accounts

Herbert Lanham,
W. C. Northcott

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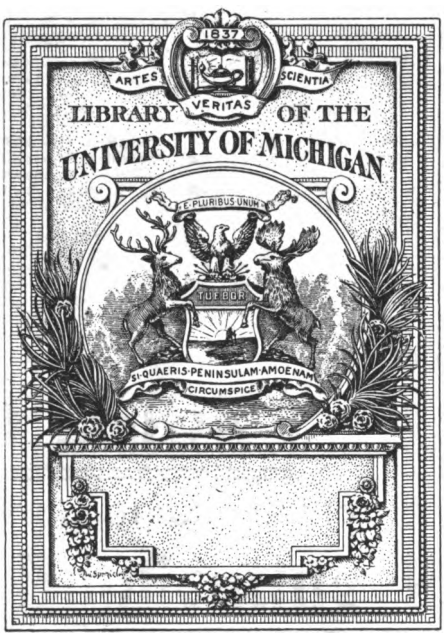

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BY

HERBERT LANHAM,

CHARTERED ACCOUNTANT.

(*OF THE FIRM OF CLARK, BATTAMS, LANHAM & CO., LONDON.*)

WITH A CHAPTER ON THE

LICENSING ACT, 1904,

BY

W. C. NORTHCOTT.

LONDON:

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EDITOR'S PREFACE.

THE object of the series of handbooks that is being published under heading of THE ACCOUNTANTS' LIBRARY is to provide, at a reasonable price, detailed information as to the most approved methods of keeping accounts in relation to all the leading classes of industry whose books call for more or less specialised treatment. No such series has hitherto been attempted; but there exist, of course, numerous separate works dealing with the accounts of one particular class of undertaking. These separate works are, however, for the most part either too expensive, or too superficial to answer the purpose that is particularly aimed at by THE ACCOUNTANTS' LIBRARY, which is intended to supply the student with that specialised information which he may require, while at the same time affording to the trader, banker, or manufacturer who is not in a position to secure the fullest information for his purpose, knowledge which can hardly fail to be of the very greatest assistance to him in the correct keeping of his accounts, upon a system specially adapted to his requirements, and therefore involving a minimum expenditure of labour. It is expected that the series will also be found of material assistance to bookkeepers of all classes.

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INTRODUCTION.

THE task of drawing up a really lucid and practical guide to the bookkeeping of a brewery is rendered rather difficult by the widely divergent views taken by the different proprietors or managers of such concerns, as to the number and ability of the clerical staff required in the office and elsewhere. Hence a thoroughly sound and complete system, which would and should appeal to a large majority of brewery managers, might very probably be regarded by others as unnecessarily detailed, and too expensive to carry out. In this connection it cannot be too often pointed out that it frequently proves very false economy to dispense with proper checks on everyone connected with the handling of goods and cash, and to attempt to do without close and continuous supervision of every detail. A careful check on the materials used, and on the finished article and by-products, is essential, if waste and fraud are to be prevented, and no system could be called in any way effective unless these checks are provided. Further, it is absolutely necessary for the management to know at the end of each year the result of the trading, and to have the various items of expenditure, receipts, and costs of manufacture so arranged that any weak points may be ascertained.

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such mammoth concerns as Guinness's or Bass's, would be quite out of place in small, or even in medium-sized breweries turning out 10,000 to 50,000 barrels annually. The system in use at, say, Guinness's, although probably almost perfect in itself, is far too costly and vast to suit the majority of breweries, and therefore, for the purpose of this book, it was necessary to settle upon one that would suit the average sized concern, but sufficiently elastic to enable an intelligent bookkeeper to amplify or reduce it according to circumstances.

It may here be stated that no attempt has been made in this volume to deal with all the books and accounts it would be necessary to have if the brewery supplied wines and spirits to its customers, or manufactured or dealt in mineral waters, because in practice it will usually be found more convenient to have separate Day Books and Ledgers for those branches of the business, and as this volume is to be kept within reasonable dimensions it is impossible to deal adequately with those departments, more especially as it is primarily for the use of breweries. The reader is therefore referred for information on those points to the books of "The Accountants' Library Series," which cover the ground thoroughly. They are:—

"Mineral Water Accounts," by Lund and Richardson, and

"Wine and Spirit Merchants' Accounts," by A. Sabin.

If hotels form part of the concern, Dicksee's book on "Hotel Accounts" should be consulted.

The bottled beer and jar beer trade, which at one time was practically in the hands of wine merchants or special agents,

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CHAPTER
V.—Bottled Beer Accounts.
VI.—Cash, Petty Cash, Bills Receivable, Bills Payable, and Wages Books.
VII.—Journal and Rents Receivable Book.
VIII.—Subsidiary and Statistical Books other than Books of Account and not already dealt with.
IX.—Impersonal and Private Ledger Accounts and Balance Sheet.
X.—Stocktaking.
XI.—Audits.
XII.—Licensing Act, 1904 (with the Act and Schedules attached).

It is hoped that the student or bookkeeper will not be daunted by what at first sight looks to be a formidable list, as a large number of books, statistical and otherwise, does not necessarily mean more work or more complications. On the contrary, confusion may be avoided, and clerical labour saved, by a really complete set of books, and it is far better to have many clear ones than a few very involved. Nothing is more conducive to confusion and waste of time than the attempt to keep necessary information and statistics on sheets of paper, or in rough books ill adapted for the purpose, and which do not fit in with the books of account. This more particularly applies to Stock Books, to which special attention has been given.

However, nothing can render the keeping of Bottled Beer Accounts very easy, but as the trade is a continually growing one the position must be faced, and the chapter on Bottling Accounts will require very careful perusal.

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Form 1.—

PURCHASES ORDER BOOK.

No. 1402.

THE.....BREWERY CO., LIM.

June 1st 1905.

To MESSRS. JONES & CO., LONDON.

Please send us the following goods :—

Particulars of Goods	Terms of Payment	Where to be delivered	How to be delivered	Remarks

Signed,

MANAGER.

Invoices.—

When the invoice for the goods bought arrives it should be checked with the duplicate in the Order Book, and the duplicate cancelled by being initialled or stamped. By going through the Order Book occasionally it can be ascertained what orders have been given for which no invoices have been received. This should always be done at (or just before) stock-taking, and thus prevent any such liabilities being omitted.

The invoice, when received, should be carefully checked, and to ensure this being done systematically it is very useful to have an india-rubber stamp made to stamp the invoice, something as follows :—

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keep the Goods-in Book entirely for the record of purchases. It may be convenient if part of this book be set aside for purchases returned, which would include the empties sent back *by* the brewery, but in actual practice it will be found to be safer to have separate books. Every practical bookkeeper knows that more books do not necessarily mean more work. On the contrary, they help to prevent confusion, and render the obtaining of information and statistics more easy. No particular kind of book is necessary, but Form 3 shows the usual headings. The invoice clerk will check the entries in this book with the invoices themselves, and place his initials or signature in the column provided for that purpose. A glance down that column will at any time show what invoices have not arrived, and there could therefore be no excuse for the omission at the date of stock-taking of any liability for goods bought. If men from outside firms are working on the brewery premises a note should be made in the Goods-in Book each day such men attend.

It must not be forgotten that sometimes purchases, such as hops, are left in the hands of the factors for storage, and are only delivered as wanted. Again, hops are now often sent to a local ice factory to be stored in a special cold room. Meanwhile the invoices are being received and the goods probably paid for, but no entry will have appeared in the Goods-in Book, the goods not having been delivered at the brewery. In such cases the invoices must be entered in the Purchases Book and Stock Book, the place where the goods are lying being duly noted in the Remarks column of the latter.

In most breweries there is a reliable man stationed at the entrance, who would keep this book, and also check all goods sent out, numbers of casks, &c., and it is very desirable to have this check if possible. In smaller concerns, however, the office staff have to do what is necessary, in which case the office itself should be as near the entrance as possible, otherwise no efficient check on irregularities can be exercised.

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exclusive of the weights of the packages, if the latter can be arrived at.

A column is provided for the folios of the various Stock Books. Every item must have a stock folio against it, thus minimising the possibility of omitting items.

It is doubtful whether a Stock Book need be kept for finings, &c., as they are not bought in very large quantities, and are not stocked in the usually accepted meaning of the word. The column for quantities of finings can be omitted if considered unnecessary.

Purchases Book—Sundries (Form 5).—

As already explained, this book is for entering all invoices, columns for which are not provided in the Purchases Book for Materials (Form 4), and which do not require columns for stock folios and quantities. The number of columns necessary will be settled by the nature of the business, but it is recommended that all expenses, such as repairs, &c., connected with tied houses and properties generally should be extended in the Separately Posted column. This is because it is highly desirable to have a separate account in the Impersonal Ledger for every freehold and leasehold house connected with the business. This important point is fully dealt with later under the heads of "Leasehold" and "Freehold" Rent Accounts (Chapter IX.). It may be pointed out that it is not necessary to have columns for every expense, but only for such items as occur fairly frequently; otherwise there is much wasted space in the Purchases Books, with no real advantage, as all exceptional or infrequent items can be dealt with through the Separately Posted column. Certainly all items of Capital Expenditure—such as New Plant, Renewals of same, New Buildings, Finance, &c. &c.—should be dealt with by means of that column and posted separately to the debit of their proper accounts in the Impersonal Ledger.

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Form 5.— PURCHASES BOOK (SUNDRIES).

Invoice No.	Date	Name	Particulars	Ledger Folio	Amount of Invoice	Analysis															
						Beer Bought			Manufacturing Sundries	Shives Bungs	Fodder	Stable Expenses	Printing, Stationery, &c.	Repairs to Plant	Carriage Outwards	Sundry Expenses	Separately Posted		
						Stock Book Folio	Barrels										Account	Folio	
					£ s d			£ s d	£ s d	£ s d	£ s d	£ s d	£ s d	£ s d	£ s d	£ s d	£ s d		£ s d

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Railway Accounts must be carefully analysed, so that all carriage on materials bought is charged to the various Material Accounts. For instance, carriage on malt purchased must be charged to Malt Purchases Account. In a similar way carriage on plant or casks is to be debited to Plant or Casks Account respectively. Carriage on goods sold will go to one account called "Carriage Outwards."

The Manufacturing Sundries column is to provide for all such items as Lubricating Oil, Cotton Waste, Packing for Boilers, Small Thermometers, and similar items for which it is not necessary to open separate accounts.

A very usual method of keeping invoices for reference is to have a book made (technically called a Guard Book) sufficiently large to contain on the left-hand side a column for the amount of the invoice, and a folio column and space in which the invoices themselves can be fastened by gumming about half-an-inch of the back of the invoice, which invoice can then be folded over and endorsed outside with the seller's name and the total. The right-hand side is ruled similar to Forms 4 and 5. The advantages of this system are that every entry has its voucher opposite, thus saving much time when it is necessary to refer to any invoice, and the fact that the invoices cannot be lost, as it not infrequently happens that when an invoice is wanted for reference it is taken out of the usual invoice file, and for some reason or other is never returned to its place. From an auditor's point of view it is extremely useful to have the invoices gummed in as described. The bulkiness of a Guard Book is sometimes urged as an objection. Against this must be set the saving of time in connection with the writing of full particulars of every invoice into the Purchases Book, also the time saved when it is necessary to refer to any particular invoice. It must, however, be left to the individual taste of the book-keeper or manager to settle which system is to be adopted. The

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will be required. Sometimes it may happen that the amount of an allowance is dealt with by correspondence and no formal Credit Note sent, or the matter may be settled verbally, more particularly if for goods bought from farmers. In either of these two latter cases the entry should at once be made to avoid the chance of its being forgotten, and at the same time it should be confirmed by a letter from the brewery.

Care should always be taken when sending empties away, or returning goods—in fact, when sending any goods by rail or carrier—to have the same entered in a Carriers' Book, and signed for by the carriers as in good condition, otherwise frequent disputes may and do arise, and it is as well to be prepared.

Barley Purchases and Stock Book (Form 6).—

This is a combination of a book of account (*i.e.*, Barley Purchases) and a Stock Book. If, however, there is a separate book for Barley Purchases, or a column is provided in the Purchases (Materials) Book, then the Amount and Invoice No. columns, and that for Ledger Folio, can be omitted, and instead a column must be provided for "Folio of Purchases Book." The debit side does not require explanation, but it should be mentioned that farmers rarely send formal invoices, and the Goods-in Book must be relied on. The credit side may contain not only entries for barley sent to malting, but for barley sold, and for screenings either sold or sent to the stable to be consumed by the horses. The Reference Folio provided here comes in useful, as if sent to the malting the folio in the Malting Book will be inserted; if sold, the Sales Day Book Folio; and if used in stable, an entry will be necessary in the Journal. (See Journal entries.)

By casting the weights of Barley Bought and the Total Quantity column on the "How disposed of" side any discrepancy

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Form 8.—

HOP STOCK BOOK.

From whom Bought..... Description.....

Date Bought ..... Marks .....

No. of Pockets ..... Where lying .....

Folio in Purchases Book	Date Received	Weight per Invoice			Weight at Brewery			Date used	How used	Weight used			Reference Folio	Remarks
		Cwts.	Qrs.	lbs.	Cwts.	Qrs.	lbs.			Cwts.	Qrs.	lbs.		

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The pockets of hops should be weighed immediately on arrival, and the weight so ascertained entered in the special column provided in the Stock Book. Space is also provided in the form given, for notes as to where the hops are stored. The "How used" column is for stating for what brew or brews the hops have been used, and care must be taken to also enter in that column particulars of any hops taken away for what is known as "dry hopping," which means the placing of a handful of hops in the beer after it is in the cask. Naturally this Stock Book (with all the other Stock Books) will be duly balanced up at stocktaking by someone who has nothing to do with the actual weighing up or handling of the stock, and the balances compared with the actual stock taken, any serious discrepancies to be inquired into and settled, and the balances brought down and adjusted if necessary, so as to agree with the actual stock existing. At the same time, certificates should be obtained for all stocks lying out, from the persons in whose charge they are.

Sugar and Saccharine Stocks.—

The Stock Book required would not be special in any way, and should follow the Hop Stock Book form already given. An account may be opened for each contract, if thought desirable.

Beer Stock Book, or Stores Book (Form 9).—

The debit side commences with the stock of all beer (except purchased beer for bottling and returned beer considered good), and is debited with the total racked, expressed in barrels or parts of barrels, and placed under the proper heads. If beer is bought for blending it should be treated as a material, and it will ultimately be included in the beer received into cellar. As regards returned beer, it is better to keep a separate small Stock Book.

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The credit side contains the total daily amount of beer sent out of cellar, expressed in barrels or fractions of barrels (per Cellarman's Book, Form 12, which is kept by the cellarman). All beer given out for the men's consumption, or to be drunk by customers and others on the premises, must be entered here as a sale, and will be included in the Sales Day Book, either daily, weekly, or monthly. Beer sent to bottling stores to be entered in red ink. The book must be cast, stock taken at end of month, or as often as possible, the deficiency ascertained, and the book balanced, and the balances brought down agreeing with actual stock. Part of the deficit will be pure waste, but part may be owing to errors in calculating the amount racked. The percentage of waste should be worked out, and any excessive amount carefully inquired into. The writer well remembers a case in which, by collusion with the carmen, barrels of beer were almost daily being sent out to a public-house in the town without ever going through the Sales Day Book. No Stock Account had been kept at that brewery, otherwise this fraud could never have been carried out without discovery. This emphasises the need of proper Stock Books, which must be kept in the office.

As above stated, beer returned is treated separately. The reference folio on the credit side is to the Cellarman's Book, Bottled Beer Stock Book, &c. The monthly totals of the credit side will agree with the totals of Sales Day Book and Bottled Beer Stock Book combined.

In periodically taking the stock of beer, care must be taken to see that the casks contain their proper quantity.

Bought Ledger (Form 10).—

This book is of the usual Ledger ruling. The credit side is posted from the various Purchases Books, and need contain no details; the Date, Folio of Purchases Account, and the words

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"By Goods" are sufficient. If desired, the kind of purchase may be indicated—such as "By Malt," "By Repairs"—but the Purchases Books give full particulars.

The debit side is posted from the Cash Book or Bills Payable Book, and the Purchases Returns Book, if any goods are sent back or allowances made other than cash discounts.

Cash Discounts will be posted to the debit side from the column provided for same in the Cash Book, but Trade Discounts, being allowances off the price of the goods, must be entered through the Purchases Returns Book, or deducted from the invoices before entering in the Purchases Book.

At the date of stocktaking the balances will be struck, entered on the debit side (if there is anything owing), and brought down on the credit side, as shown on the form. Care must be taken before the balances are brought down in ink to agree them with the statements sent in by the firms supplying the goods. A list of these balances must then be made out, and the total should agree with the "Bought Ledger Account" in the Impersonal Ledger, which is an account in total of all postings made to the Bought Ledger, and is fully explained under the head of "Bought Ledger Account."

Form 10.—

BOUGHT LEDGER.

1904		R.B.	£ s d	1904		P.B.	£ s d
Dec. 16	To Returns ..	4	1 0 0	Oct. 13	By Goods ..	20	21 0 0
29	„ Allowance ..	5	1 0 0	1905			
		C.B.		Aug. 31	„ Do. ..	46	40 0 0
„	„ Cheque ..	10	18 0 0				
„	„ Discount ..	„	1 0 0				
1905							
Sept. 30	To Balance ..	√	40 0 0				
			£61 0 0				£61 0 0
				1905			
				Sept. 30	By Balance ..	√	40 0 0

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CHAPTER III.

SALES.

(SALES, GOODS-OUT, CELLAR AND DELIVERY BOOKS, AND SALES LEDGERS.)

Customers' Order Book (Form 11), and Cellarman's Order Sheets.—

PROBABLY few Order Books in breweries have identical rulings, as so many questions have to be taken into consideration. For instance, in a large concern where regular deliveries are made an Order Book may be kept for each district or round, so that when an order is received it can at once be entered in the Order Book dealing with the deliveries for that particular district. Again, it may be found convenient to have the book ruled with columns for the different classes of beer sold; in fact, similar columns to those in the Day Book. It is therefore impossible to attempt to draw up a form to meet the views of every manager. The form given is a good workable one, and can be extended or curtailed as desired.

A very useful plan to adopt is to have a page or so for each day of the month, so that when an order is received it can be entered on the page set apart for the day on which the delivery of the goods is to be made. To facilitate this, and to avoid wasting pages, cards or loose sheets may be used with advantage. Having separate columns for each kind of beer is useful,

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as it is then easy to see what beer is required, and the brewer can make the necessary preparations to replenish his stock. A copy of the essential details is sent to the cellarman, or, if for bottled beer, to the bottling stores, on what is called the "Cellarman's Orders," and no beer should be sent out by the cellarman without these. The Reference column in the Order Book is for the purpose of indicating how the order was received; for instance, "Letter," "Carmen" or "Travellers" (names to be given), "Verbal." The Sundries column would contain orders for grains and by-products generally. The Remarks column will contain details, such as "To be sent per G. E. Ry.," or, if for bottled beer, "To be sent in 1 dozen cases." The Day Book folio, when filled in, will show that all goods sent have been charged to customers.

A very important point in brewery management is the regulation and arrangement of the loads to be taken by each dray. For this purpose it is well to have the Cellarman's Order Forms made so that, by means of carbon paper, duplicates can be obtained, and one can then be sent to the carman or stable man. If there are separate Order Books or sheets for each delivery district this plan works extremely well. In fact, many useful ideas can be grafted on to the system for the arrangement of orders, but that is more a question for the management than for the office. It should be mentioned that even if some customers call and take away beer, and possibly pay cash for same, yet the order should be entered in the Order Book. It helps to prevent fraud, and also facilitates the entering up of the Sales Day Books.

Cellarman's Book (Form 12).—

If the system of sending Order Sheets down to the cellarman is used, then the total only of such sheets need be entered in this book, and if there are any alterations or additions to be made in the Order Sheets (such as an entry for beer set aside

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to be used by men, or to be given away or sent to bottling stores, &c., or an order or part of an order is not sent out), then the cellarman should make such alterations and additions in red ink, and total up the columns in red ink also, and return the sheet to the office, merely entering the totals in his Cellar Book. These sheets should be numbered consecutively by the office. The columns for the different classes of beer must be arranged in the same order as the columns in the Sales Day Book, the Order Books, and the Cellarman's Books.

The office thus obtains the necessary information to make entries in the Sales Day Book for beer used by men, and in the Bottling, Stock, and other books for beer sent to bottling stores. These sheets also save much writing on the part of the cellarman, who is usually very averse to clerical work. Of course, if Order Sheets are not sent to the cellarman as indicated above, but orders are sent on separate slips, then he must enter each item separately, and there should be two books for use on alternate days. If Order Sheets are used the cellarman will only enter in the "To whom sent" column the words "Per Order Sheet No. ." The head brewer should always give the order for beer for men, or initial the cellarman's entry for same on the Order Sheet. The totals of the Cellarman's Book (in barrels or parts of barrels) will agree with the total in the Sales Day Book. With this object in view, it is recommended that the Sales Day Book be cast daily and the daily totals transferred to a Summary of Sales Book, ruled the same as the Sales Day Book, which summary could again be totalled weekly or monthly.

The clerk who compares the totals, and who enters up the Sales Day Book, will sign the Cellarman's Book when he has agreed the totals. Under no circumstances must any beer be sent out by the cellarman without written authority, such as is constituted by Order Sheets or Cellar Orders.

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Form 12.—

CELLARMAN'S BOOK.

Date	To whom sent	Quantities						Remarks
		Stout	Porter	X X X	P. A.	A. K.	&c.	

Carrier's Book.—

The next step is the actual delivery and invoicing of the goods to the customers. If sent by rail they must be entered in a Carrier's Book, or if by own van in a Carman's Delivery Book. In larger concerns, where there is a gate-man, a Goods-out Book is also kept, and is a splendid preventive of fraud.

All goods sent by railway, or by carriers, should be entered in this book, and signed for by the representative of the carrying company. No special form is needed, but the book must contain columns for Date sent, Name and Address of consignee, Description of goods, Name of carrier, and Signature of carrier. A column should also be provided for the folio of the Sales Day Book, this folio to be filled in by the office staff, which obviates the risk of any goods being sent by carrier and not invoiced.

Of course, invoices must be sent by post for goods delivered by anyone other than own carman. Usually several Carriers' Books are necessary; sometimes one for each railway company, if the town is served by more than one. Frequently goods

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are delivered to the station by own carman, in which case the carman would have to take a Carrier's Book with him, and it is clear that one book must be kept at the office for any goods called for by carriers.

When goods are sent by rail, Forwarding Sheets (supplied by the railway company) have to be filled up and sent with the goods to the station, but entries must also be made in the Carriers' Books, and these books will be found very useful for checking the Railway Accounts, and in case of non-delivery.

Carman's Delivery Book (Form 13).—

It is necessary first to decide whether the Beer Delivery Notes shall contain spaces for dealing with bottled beer as well as cask beer. In practice, it will be found best to follow the order of the Sales Day Book, and if the bottled sales are entered in the same Day Book as the cask sales, then use one Delivery Note. The forms here given assume that separate Day Books are used, and the form for Bottled Beer Delivery Book will be found in the chapter devoted to Bottled Beer Accounts, but it must be understood that the forms admit of numberless variations. The great point to be borne in mind is that it is advisable to have the Delivery Note so arranged as to enable the Sales Day Book to be entered up from it, or *vice versâ*, as easily as possible, and it should therefore follow the same general lines as the Day Book. If jar trade is done, spaces must be provided for Jar Sales and for Returned Jars. Each carman should have books for use on alternate days; one will therefore always be in the office. By having space provided in the Delivery Note for the distinctive numbers of casks the numbers can be checked by the office, or by the gate-man, to avoid mistakes. However, it is not usually considered necessary to put the distinctive numbers of the casks on the Delivery Note, but, of course, it may be done if desired. There are usually

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Form 13.— CARMAN'S (CASK BEER) DELIVERY BOOK.

No..... Date.....

To..... Day Book Folio.....

.....

Received from.....BREWERY Co.

Quantity	Quality	£ s d
4 Barrels	Stout	
2 Kils.	Porter	
	X X X	
	P. A.	
	A. K.	
	&c.	
	Bought Beer	
		£

Returned Casks :—

Nos.....

Received by.....(Signature of Customer.)

Delivered by.....(Signature of Carman.)

No..... Date.....

Please receive from.....BREWERY Co.

Quantity	Quality	£ s d
4 Barrels	Stout	
2 Kils.	Porter	
	X X X	
	P. A.	
	A. K.	
	&c.	
	Bought Beer	
		£

Returned Casks :—

Nos.....

Signature of Carman.....

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printed notices on the forms, such as "Please see that carman correctly enters all empties before signing." Space should be provided (after the headings for the various kinds of beer) to enter details of sundry sales, such as Grains and Malt.

Goods-out Book (Form 14).—

This book, though not essential, will be found very useful and a valuable check against irregularities as regards deliveries of beer, grains, &c. From this point of view the efficiency of the check will to a considerable extent depend on whether there is an office at the gate of the brewery where a gate-man can be always on duty during business hours. In smaller concerns probably the office staff will rely upon the Drayman's Delivery Books and Carriers' Books. The duty of taking down the numbers of the casks, cases, and jars of beer sent out devolves on the gate-man, if there is one, or on the office staff if there is not, but it is undesirable to leave the taking down of the numbers to the carman.

The book will contain a record of all goods leaving the brewery, except beer, which latter requires separate books, owing to the question of cask, case, and jar numbers (see Chapter IV.), but the total barrels, kils, &c., of each cartload might be noted as a further check. The Folio column is, of course, to be filled up only by the office, and is for reference to the Sales Day Books, Purchases Returns Book, &c., and should also indicate that the consignees have been advised of the despatch of goods when sent by carriers or railway. This is an important point to remember when dealing with returned empties, and the Remarks column might contain a note to the effect that consignees of returned empties or goods have been duly advised. Books should be provided for use on alternate days.

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Form 14.—

GOODS OUT BOOK.

Date	Name	Address	Description and Quantities	By whom Delivered	Folio	Remarks

Sales Day Book (Forms 15 & 16).—

Two forms are given—one showing the beer sold, with the quantities of the different kinds analysed, the other showing analyses of both the money and quantity. The order of the Analyses columns in the Day Book is exactly the same as in the Beer Stock Book, with which latter book it is naturally closely connected, and this method simplifies the working of the Stock Accounts. The whole of the Sales Books should also follow the order of the different classes of sales as shown in the Carman's Delivery Book and the Customer's Order Book. The utility of this is apparent, as if the Sales Book is entered up from the Delivery Books and checked by the Order Book or Cellarman's Stock, or is entered up from the Order Book and checked with the Delivery Books, &c., the work is greatly facilitated if the sales in every book are arranged in the same order.

Of course, there are many different ways of checking in vogue at different breweries, but an efficient system of checking there must be, or serious results may follow.

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Form 16.—

SALES DAY BOOK (No. 2).

Date	Reference	Name	Address	How Delivered	Ledger Folio	Total Amount of Invoice	Stout		Porter		&c.		Bought Beer		Malt			Grains			&c.			Separately Posted		
							Barrels	£ s d	Barrels	£ s d		£ s d	Barrels	£ s d	Quantity	Price	£ s d	Quantity	Price	£ s d		£ s d		Particulars	Folio	£ s d

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clerical work in making them out and in posting to Sales Ledger Accounts.

If the sales of malt, hops, &c., are very small, and the transactions few in number, it would be advisable not to have a separate column for them, but to enter the items through the "Separately Posted" column, care being taken to enter quantities.

As bottled beer is sent out in dozens, and the sales require special treatment as regards bottles, cases, and returned empties, there appears to be a pretty general consensus of opinion that separate Delivery Notes (or invoices) and separate Sales Day Books are necessary, more particularly if it is desired to ascertain the total quantities of the different kinds of beer sold, therefore in this volume the question of bottled beer has been kept separate, and will be found fully dealt with in Chapter V.

As mentioned above, it has been assumed that the manager wishes the Day Books to show how the sales of each class of beer brewed are progressing week by week, and incidentally to enable proper Stock Books to be kept; but, of course, if a firm decides not to have Stock Books (although the absence of such a valuable check is to be greatly deprecated), the sales of each kind of beer can be roughly ascertained by taking the quantities of the actual brewings of each, adding the stock at the beginning of the year and deducting the stock at the end, and the result will be the quantity sold. The Beer Sales Day Book in this case would then only require one column for barrels and one column for own beer, in addition to the other details.

However, the actual and moral value of a careful system of stock keeping is so great there can be no doubt that there should always be one in existence at all breweries, whether small or large.

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for non-payment. It is not an uncommon thing to find that one reason for the delay in paying is because the customers have *contra* accounts against the agent for goods supplied to the agent in his private capacity. It stands to reason that the brewery is not likely to be well served in the long run by an agent who is in pecuniary difficulties, and a long and heavy list of bad debts will be one of the results, if nothing worse. A wise precaution to take is to always obtain good security or guarantees for agents, and to insist on prompt remittance to the Head Office of all money collected by them, such money to be sent intact, and a cheque sent to the agent for his expenses, commission, &c.

As to the actual working of the Sales Day Book, the usual plan is to fill out the Carmen's and Carriers' Delivery Books from the Order Books, and treat the counterfoil of the Carman's Book as the invoice, as described under the head of Carman's Delivery Book. The Sales Day Book is then entered up the following day from the Carman's Delivery Books and the Carriers' Books. If a customer himself calls for and takes away say, a barrel of beer, this should be entered in a Carman's Delivery Book, and duly signed for by the customer. A Carman's Delivery Book can always be kept in the office for this purpose.

When the Day Book has been entered up it should be compared daily or weekly with the Cellarman's Book or Sheets, and errors or omissions should thus become impossible. Care must be taken to see that consignees have invoices forwarded by post when goods are sent by rail or carrier. Separate invoice forms may be used for this purpose, or a counterfoil book on similar or same lines to the Carmen's Delivery Book may be used, and the detachable invoices sent, leaving the counterfoil as a record and for purposes of entering up the Day Book. The Reference

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column in the Day Book is provided for the purpose of entering the number of the Carmen's Book counterfoil, or a reference to the page in the Carrier's Book. The "Separately Posted" column is for any sale for which a column is not provided—such as for Old Copper or Plant, Old Casks, Screenings, Spent Hops, &c. &c.

Beer used by the men, beer allowed to brewer or managers, or given away to customers who call, must be entered as Sales, either daily, weekly, or monthly. Of course, this entry for beer used on the premises can be made through the Journal, but it will be found more convenient to have it in the Day Book for the purpose of making the necessary weekly or monthly entries in the Beer Stock Book.

The totals of the various cash sales should be entered daily in the Sales Day Book into the proper columns. The source from whence these cash entries are derived will be the Cash Book itself, and the folio of the Cash Book must be entered in the "Ledger Folio" column, and the Cash Book will contain the folio of the Sales Day Book. A good plan is to have a small Day Book for Cash Sales only, where every item can be entered from the Ticket Books, and each day agreed with the cash taken, and the daily total entered in the debtor's Cash Book in the Beer Ledger column. In any event, small duplicate Ticket Books should be provided in the office for Cash Sales, preferably one for each kind of goods —such as Yeast, Grains, &c.—but Beer Sales must go through the Beer Sales Day Book, so that the cask numbers can be dealt with and a Ledger Account opened for each person just the same as for ordinary credit sales. When a customer comes for any such goods and tenders cash, a ticket or an invoice must be made out, and the duplicate handed to the customer, who can thus present it to the proper person, and

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receive the goods in exchange. If a triplicate book be used, the ticket can be receipted, and one given to the customer to retain. On no account should any goods be handed over by any person without the presentation of such a ticket. The amounts and quantities of these tickets will then each day be entered and analysed in a book such as described, and the totals entered in the Cash Book. The Day Books will thus eventually show the quantities as well as the amounts.

When it is desired to ascertain the sales of beer for any given period the totals of the Bottled Beer Sales as per Bottled Beer Sales Day Book must not be forgotten.

In some breweries the column for "Bought Beer" may not be required (except in the Bottled Beer Sales Book), as no trade may have been done in other brewers' beer, but it frequently happens that certain tied houses find a demand, say, for London stout, or Burton ales, which it may be unwise to ignore. If any beer bought from other breweries is used for blending purposes it should be charged direct to a "Beer for Blending Account," as it thus comes under the head of "Materials" for brewing, and has nothing to do with the ordinary Bought Beer Trading Account.

The Sales Day Book, both as to Barrelage Quantities and Amounts, should be cast periodically, either daily, weekly, or monthly, and the totals credited to the various Impersonal Accounts—Beer to Beer Sales Account, Grains to Grains Sales Account, Yeast to Yeast Sales Account, Malt to Malt Account. It will be found convenient, and for purposes of comparing the variation in the sales of the different classes of beer, if daily or weekly totals are made, to have a Summary Book, or use the end of the Day Book, rather than post the weekly or daily totals separately to the Impersonal Ledger Accounts. Grains for Pigs or Horses, Beer for Men, &c., should go through as ordinary sales and accounts opened in the

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Sales Ledger (Form 18).—

Provision is made on this form for a bottled beer trade, when bottles are charged to customers, but the regular payment for same is not insisted upon. (See Chapter on "Bottled Beer Accounts," and Form 27.) Of course, if there is no bottling trade, the Ledger will only be the usual debit and credit one, with columns on both sides for Date, Particulars, Folio, and Amount. Statements are sent out at proper periods, determined by the length of credit given, or other reasons. Of course, in conformity with the inviolable rules of double-entry bookkeeping, no entry must be made in this or any Ledger without previously making a corresponding entry in one of the other books of account provided.

At stocktaking the whole of the accounts must be balanced, and any balances remaining must be brought down. All absolutely bad debts should be written off to the debit of Bad Debt Account, after being approved by the manager, and a list of the remaining balances made and divided into four columns:—

Good Debts—Bottles.	Doubtful Debts—Bottles.
Do. —Sundries.	Do. —Sundries.

As described under the head of "Quarterly Balances Book" (Form 39), in Chapter VIII., the balances owing from all customers (especially tenants) for Loans, Beer, Wines, Minerals, Rent, &c., should be collected together each quarter so as to see the total amount owing from each, and attention is particularly drawn to this matter as being a most important one.

If a jar trade is being done, a column on each side of the Ledger could be introduced to meet the case, or if the jars were numbered a column could be introduced into the Customers' Cask Account, as explained in Chapter IV.

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If the brewery is a large one it will be found convenient to divide up the work by having two or more Sales Ledgers, and in that case it might also be well to divide the Sales Day Books into as many books as there are Ledgers. The following Sales Ledgers are suggested:—

Tied House Trade Ledger.

Private Trade Ledger.

Free House Trade Ledger.

These might again be divided into town and country. Another method is to have separate Ledgers for each district or round attended to by travellers. This plan enables separate Statements and Advice Notes for every round to be easily and expeditiously sent out just before a traveller commences his round. This object, however, can also be attained in another manner—*i.e.*, in addition to the usual index attached to each Ledger a separate index is provided for each traveller's round, and the names are entered therein also—but separate Ledgers are probably more satisfactory and involve less work.

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Account with the date when the cask was returned, and the cask number in the Register is treated in the same way.

At the first glance it may appear that the work is being done twice over, but this is not really so. For instance, it frequently happens that an empty cask is returned to the brewery by rail or carrier instead of by own carman, and without any advice being given to the brewery by the customer who sent it. Now, if there was no Register of Casks it would take many hours to wade through the Customers' Cask Ledger to ascertain who returned it, but a glance at the Register will give the desired information.

Again, it may at first appear that the Register would serve all necessary purposes, and that a Cask Ledger Account with each customer is not necessary. The reply to this is that when it is desired to get back casks, or when a carman is going on a certain round, the Customers' Cask Accounts on that round can be referred to, and a list given at once to the carman of casks in the hands of such customers, or near where he is going to deliver beer, and he is instructed to collect all casks that have been too long out, and to get in as many of the others as possible. This looking up of casks may also lead to fresh orders being obtained. It is a very usual practice to give each carman so much for every cask brought in by him.

A further use to which the Register of Casks can be put is in the case of the brewery running short of a particular size of cask, say kilderkins. By turning up all the casks marked "K" in the Register a list can be made of all kilderkins likely to be empty, and a special effort made to collect them by the carman, or by sending postcards, if the customer lives some distance away.

The forms explain themselves. As regards the Customers' Cask Ledger (Form 19), it is obvious that any cask without a date written against the "Date in" column is, or should be, still

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Form 20.— CASK REGISTER.

B/1001			K/1002			F/1003			&c.		
Date out	To whom sent	Date in	Date out	To whom sent	Date in	Date out	To whom sent	Date in		&c.	
1/2/05	Jones, West Drayton ..		1/1/05 2/4/05 28/4/05	Smith, "Bell" Jones, "Sun" Roberts ..	2/2/05 20/4/05						

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Beer used as a separate department, and charge up to that department the beer supplied by the brewery. This may look easy, but in practice it is not so, for the following reasons:—

(1) The difficulty of fixing upon the price at which the beer should be charged to the Bottling Department. If at cost, what is the real cost price? If at free house selling price, less the usual discounts, this will swell the Discount Account, and when the Bottling Department in its turn allows trade discounts to its own customers these will again inflate the Discount Account.

(2) If charged at selling price the Brewery Trading Account might be showing a profit on sales which it had never made, as, if there happened to be a large stock of bottled beer at the date of stocktaking, this would include a brewery profit not really earned until the stock is sold.

(3) To arrive at the real profit or loss made by the Bottling Department it would be necessary to keep all discounts on bottled beer separate, and this would probably involve the keeping of separate Ledger Accounts, the sending out of separate invoices, and even possibly the keeping of separate vans for delivery, and multiplication of work generally. It might be carried out in a very large concern, but would probably be found far too elaborate and expensive in a smaller one.

As a serious attempt to meet the many little difficulties which present themselves (in addition to those enumerated above) the following system is put forward, which can be modified or extended according to individual requirements. It is assumed that the proprietors wish to keep the various kinds of beer sold distinct as a check upon the stock. Of course,

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(in pints) will appear on the same line, thus imposing a very efficient check on waste. The deficiency or surplus will be in dozens, or part of dozens, of pints. The reference folio on the received side is to Invoice Book if for bought beer, or to Cellar Book or Sheets if for beer of own brewing. Sometimes there are bottled different qualities or varieties of other makers' beers, in which case a separate column on both sides should be provided. The received side must be checked by a clerk or official who has nothing to do with the handling of the goods, and he will insert the necessary reference folios. If bottles other than the ordinary pints and half-pints are used, further columns for such sizes must be provided on the beer bottled side under each class of beer.

Bottled Beer Stock Book (Forms 24 & 25).—

This book should be kept in the office, and not at the bottling store, as it is to act as a check on the bottled stock. Two forms of books are given, but the most convenient is No. 25, which has an index, and devotes a separate page to each kind of beer bottled, divided into pints and half-pints, &c. The book starts with stock, and to this is added the beer bottled as per Bottling Book; the weekly or monthly totals of the quantities of the Bottled Beer Sales Book are entered on the credit side. The difference should be stock, which should be taken every month, or when otherwise considered necessary, any differences to be written in in red ink, after due inquiry. A record should be kept at the stores of any full bottles burst or broken. The quantities of returns will be debited from the Bottled Sales Returns Book, if considered good and saleable. The "Particulars" columns on each side are for any remarks, and for such notes as "Stock," "Beer Returned and Saleable," &c.

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Form 25.—

BOTTLED BEER STOCK BOOK.

Description—*Guinness Double Stout.*

Bottled per Bottling Book					How disposed of				
Date	Particulars	Folio of Bottling Bk.	Pints	½-Pints	Date	Particulars	Folio	Pints	½-Pints

Bottled Sales Books.—

These contain all Sales of Bottled Beer, Cider, &c., as per Draymen's Books. On the same page columns are provided for all returns of empties, as bottles come back practically every time a new delivery is made.

Now the arrangement of these books, and the Sales Ledger also, depends upon which of three systems the bottles are treated:—

(1) *When the bottles and stoppers are charged for and included in the total of the invoice and shown on the subsequent statement as goods, without any distinction.* In this case Form 26 will be necessary. If any bottles are returned short of stoppers a deduction is made. The price at which bottles without stoppers, or *vice versâ*, will be credited is usually stated on the Drayman's Delivery Form.

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to have separate Ledgers for bottled, as distinct from cask trade.

(2) *When the bottles, &c., are charged, but regular payment for same each month not enforced—i.e., when a record is kept in the Ledger of quantities and values of bottles, but only as a record, for enforcement of payment if necessary.* In this case—and it is the most usual one—Form 27 is used, and the Ledgers and statements are divided up accordingly. The totals are posted in the same manner as under Form 26. The Sales Ledger will be ruled as per Form 18, and if any cash is received for bottles not returned it will be credited to Bottles column in the Ledger (both quantities and money). If any bottles without stoppers are returned a note is made in the Day Book, and a Demand Note should be sent in to the customer and charged up through Sundry Sales at the end of the month, should the applications for them to be made good have been unsuccessful.

All Statements and Delivery Notes should state that payment for all bottles and stoppers not returned will be strictly enforced. A point to be carefully borne in mind is that the charging out of bottles to customers is not a sale in the actual sense of the word, as it is, of course, anticipated that they will be returned, and therefore the total of the debtors, which will include both goods and bottles, does not truly represent the sum that will be collected. To some extent the position is similar to that when goods are sent out "on sale or return."

An account is therefore opened in the Impersonal Ledger, called "Reserve for Bottles Charged to Customers." The total amount of the Bottle column is credited to this, and it is debited with total of bottles returned. When drawing up the Balance Sheet the credit balance of this Reserve for Bottles Sold Account should be deducted from the debtors in the same manner as a Reserve for Bad Debts.

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Form 29.— CARMAN'S BOTTLED BEER DELIVERY BOOK.

(When bottles are charged, but regular payment for same not insisted upon. To work with Form 27.)

No..... Date.....

Sales Book Folio.....

To.....

.....

Received from the .....BREWERY Co.

Cases		Bottles and Stoppers.			Particulars	Beer
1 doz.	2 doz.	Pts.	½ Pts.	£ s d		£ s d
					Guinness	
					Bass P.A.	
					Bass India P.A. ..	
					A.K.	
					Cider	
					&c.	

Credit by Returns.....

1 doz. Cases..... Nos. of Cases.....

2 doz. do. ..... Do. .....

£ s d

Bottles and Stoppers. Empty.....doz.

Signature of Customer .....

„ Carman .....

No.....

Date.....

To.....

.....

Please Receive from the.....BREWERY Co.

Cases		Bottles and Stoppers			Particulars	Beer
1 doz.	2 doz.	Pts.	½ Pts.	£ s d		£ s d
					Guinness	
					Bass P.A.	
					Bass India P.A. .	
					A.K.	
					Cider	
					&c.	

PERFORATION

Credit by Returns.....

1 doz. Cases ..... Nos. of Cases.....

2 doz. do. ..... Do. .....

£ s d

Bottles and Stoppers. Empty..... doz.

Signature of Carman.....

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amounts are sometimes collected in hard cash, and not in cheques, the traveller is usually permitted to utilise part of the cash for his travelling expenses, &c. Then a special book is necessary, which can either be divided up into sections, or a separate book can be provided for every traveller employed.

Of course, if the traveller is only away two or three days, and does not remit, but brings the whole amount, less expenses, back with him, his receipts can then be entered up in the Debtor Cash Book in full, and the amount of his expenses made good out of the petty cash.

The effect of using a Travellers' Cash Book is that the Head Office has an account with each traveller, and enables the posting of the cash to the Sales Ledgers to go on uninterruptedly. It is clear that if the traveller remitted lump sums to the Head Office they could not be entered in the Debtor Cash Book in detail, and so into the Sales Ledgers, until the whole amount collected had been received, at any rate without seriously interfering with the daily banking of the cash.

The debit of the Travellers' Cash Book and the Expenses column are filled up from sheets sent in daily by the travellers, and the amount remitted by the traveller, when received, is posted from the Bank Cash Book to the column headed "Remitted to Head Office." This book should be kept posted up very closely, as travellers may get behind in their payments.

The size of the book could be reduced by having only one Expense column, but this would necessitate such column being analysed instead of having the book self-analysing, as shown on the form.

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to the "Transferred to Bank Cash Book" column. This last column is cast in monthly totals.

Form 33.—

CREDITORS' CASH BOOK.

Date	Voucher No.	Name	Folio in Bought Led'r	Discount	Cash	Transferred to Bank Cash Book	Folio
				£ s d	£ s d	£ s d	
1905 Jan. 6	20	Jones	46	0 10 0	9 0 0		
"	21	Smith	88	0 0 6	0 5 6		
"	22	Robinson, on A/c ..	2	..	100 0 0		
						109 5 6	

Petty Cash Book (Form 34).—

A cheque is drawn to commence with for an amount sufficient to last, say, a week, and debited on the "received" side, with the Cash Book folio against it. The particulars of all payments are entered in the space provided, and the amount entered in the Amount column. The right-hand page is divided into appropriate headings for the analysis of the Amount column, with the addition of a "Separately Posted" column for items for which, owing to their special nature or because the items are so infrequent, a special one is not necessary.

Cheques are drawn for further cash from time to time, and the book is cast weekly or monthly, and the totals of all columns, except the "Separately Posted" column, are debited to the various Expense Accounts.

If the Imprest System is preferred the book is cast weekly, and a cheque for the exact amount is drawn, and the analysis of the expenditure entered in the Bank Cash Book and posted from this latter book to the Expense Accounts. This, however, involves more posting to the Impersonal Ledger and more writing in the Bank Cash Book.

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Form 34.—

Dr. PETTY CASH BOOK. *Cr.*

Received				Date	Voucher No.	Particulars	Amount Paid	Analysis of Payment								
Date		Folio						Travelling	Stable	Stamps and Telegr'ms	Office Expenses	Gratuities	Carriage Out	Commission on Casks	&c. &c.	Separately Posted
			£ s d				£ s d	£ s d	£ s d	£ s d	£ s d	£ s d	£ s d	£ s d	£ s d	Fo. / £ s d

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Bills Receivable (Form 35).—

It is usual to give each bill a number. The money column is cast up annually (or whenever it is desired to balance the account in the Impersonal Ledger) and the total debited to Bills Receivable Account in the Impersonal Ledger, which account is credited with the cash when the bill is met, if not previously discounted. If any bills are discounted (*i.e.*, taken to the bankers and sold for their present value, which is the face value less interest from the date of selling to the date when the bill is due), then the face amount of the bill is entered in full on the debit side of the Bank Cash Book and credited to Bills Receivable Account in the Impersonal Ledger, and the charge of the bankers for discounting same is entered on the credit side and charged to Interest Account.

A note should always be made in the "How disposed of" column as to any transactions of this description. A few days before a bill is due, and assuming it has not been discounted, it should be paid into the bank for collection, unless it has been arranged with the customer to renew it, in which case Bills Receivable Account must be credited and the customer debited by means of the Journal. If a bill is not met at its due date the company will be advised by the bank, and an entry will appear in the Bank Pass Book charging the brewery with the amount. A similar entry must be made on the credit side of the Bank Cash Book and debited to the customer, who will thus appear as a debtor for the amount.

At stocktaking a list should be made of all bills which are not then due and have not been discounted, and the total of such list should agree with the balance on Bills Receivable Account in the Impersonal Ledger.

If separate self-balancing Sales Ledgers are kept for tied, private, &c., trade, then separate money columns must be pro-

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be provided in the Bills Payable Book itself, and the total posted to the credit of Discount off Purchases Account. If a foreign bill, and it is drawn in foreign currency, it must be converted into sterling, and there may be some adjustment necessary owing to the difference in the rate of exchange when the bill is paid. This can be put right by means of a Journal entry debiting or crediting Bills Payable Account and crediting or debiting Discount Account.

Form 36.—

BILLS PAYABLE BOOK.

No.	On whose Account Payable	Folio	£ s d	Term	Due Date	Where Payable	Remarks

Wages.—

In any but the very smallest breweries Wages should be divided into the various departments, such as:—

(1) Brewery (for men employed in manufacturing the beer).
(2) Delivery Wages (Carmen).
(3) Stables.
(4) Cask Washing.
(5) Coopers.

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(6) Malting.
(7) Office Wages and Salaries.
(8) Bottling Department.

In very small concerns it is sometimes impossible to make the above analysis, as one man may be employed at different times on all or some of the different kinds of work.

Care must always be taken to keep an account of any time spent on malting operations, or perhaps on repairs by, say, a "brewery" man. Again, cooperage wages must be kept under strict surveillance, otherwise the tendency is for the coopers to do more repairing than is absolutely necessary. Hence it is a very good plan to have weekly returns from the coopers, showing the distinctive numbers of the casks repaired. A note can then be made in the Cask Register of such repairs and their nature, and if it is found that the same cask numbers frequently recur inquiries should be made as to the cause. Probably far more money is wasted in the Cooperage Department of a brewery than in any other.

When casks are broken up a list of the numbers are handed in to the office by the cooper, and notes made in the Cask Register, as before described.

No particular form of book or sheets is necessary for wages. It must be seen that the wages in each department are kept distinct, and that fines, if any, are duly deducted. It is, however, very difficult to keep the men to regular hours at a brewery, as brewing goes on night and day, and carmen have to start early on long journeys, and may return very late.

The cooperage wages should be kept on separate sheets, with space provided for such details as (*a*) New casks made and size of same, (*b*) Size and numbers of casks repaired and nature of such repairs, &c.

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When the wages cheque is drawn each week the analysis of same into the various heads should be entered into the Cash Book, or (to save much posting to the Impersonal Ledger) one account can be opened in that Ledger, called Wages Cash Account, and an analysis can be made of the sheets at the end of the year, and Wages Cash Account credited and the proper accounts debited.

To prevent fraud care must be taken to see that the person who pays the wages has nothing to do with the preparation of the weekly Wages Sheets, and that the manager signs the sheets as correct. The sheets should go through as many hands as possible. The brewer's salary should not be included in brewery wages and salaries, as he usually manages, or assists to manage, the whole or part of the concern, so that it would not be correct to charge all his salary to Beer Manufacturing Account.

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which will be referred to later (see Chapter IX.) when dealing with Impersonal and Private Ledger Accounts. It is a good plan to cast the *Dr.* and *Cr.* columns of each page to see that both sides agree, but it is not necessary to carry the totals forward.

Form 37.— JOURNAL.

Date		Folio	Collection	*Dr.*	*Cr.*
			£ s d	£ s d	£ s d
1906 Sept 20	Pigs Account— *Dr.*	I.L. 20	..	10 0 0	
	To Sales Ledger Account ..	I.L. 104	..	..	10 0 0
	Transfer of Grains supplied to Pigs for the year, per Sales Ledger Account				
	Grains for Pigs	S.L. 40	10 0 0		
"	Bad Debt Account .. .. *Dr.*	I.L. 60	..	31 0 0	
	To Sales Ledger Account ..	I.L. 104	..	..	31 0 0
	For the following Bad Debts written off :—				
	Jones, "White Lion" ..	S.L. 20	10 0 0		
	Smith, "Half Moon" ..	S.L. 47	5 0 0		
	Robinson, Crescent Place ..	S.L. 80	16 0 0		
			31 0 0		
"	Bad Debt Account .. .. *Dr.*	I.L. 60	..	60 0 0	
	To Sundries	√			
	Jones, "White Lion," Loan Account	47	..	..	57 0 0
	Do. Do. Interest on Loan	47	..	..	3 0 0
	Balance written-off as irrecoverable				
"	Fodder .. .. *Dr.*	I.L.	..	2 0 0	
	To Barley Purchases	..	..	..	2 0 0
	For Screenings sent to Stable per Barley Stock Book—Jan. 10 ..	Stock Book 1	1 0 0		
	" 17 ..	2	1 0 0		
			£2 0 0		
"	Malt Manufacturing Account .. *Dr.*	..	..	1,000 0 0	
	To Barley Purchases	..	..	..	1,000 0 0
	For Barley sent to Maltings per Barley Stock Book. Page.... 500 quarters.				
Jan. 1	Sales Ledger Account .. .. *Dr.*	I.L. 104		100 0 0	
	To Bills Receivable Account	I.L. 80		..	100 0 0
	For Jones's Bill due Jan. 1 1905, not met				
	Jones	S.L. 26	100 0 0		

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CHAPTER VIII.

SUBSIDIARY AND STATISTICAL BOOKS, OTHER THAN BOOKS OF ACCOUNT, AND NOT ALREADY DEALT WITH.

BEFORE dealing with the Impersonal and Private Ledgers, and the accounts therein, it will be found useful to devote some attention to certain books, forms, and returns, which, although not belonging to what we may term "books of account"—*i.e.*, are not used for purposes of making entries to and from the Ledgers, Day Books, Cash Books, &c. &c.—and do not affect the balancing of the figures, yet are in frequent use in a brewery; and the information derived from or entered therein assists in the proper checking and understanding of the results and working, and is essential to the efficient control of both the manufacturing and selling portions of the business, as well as the management of houses and properties.

Quarterly Balances Book—Customers (Form 39).—

A brewery concern usually owns many houses, and probably deals in wines and spirits, and perhaps mineral waters, and also lends money on loan to tenants of public-houses. It follows, therefore, that the tenants may owe something under each of the above heads, and also for Rent, Beer, and Interest on Loans. As these balances will probably be in different Ledgers, it is most important that, at periodical intervals, the total amount owing

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from each tenant should be ascertained, and the Quarterly Balances Book is used for this purpose. An important matter to bear in mind is the date when the leases to the tenants will expire, as it is clear that the total amount owing to the brewery should be gradually reduced, if possible, as the leases approach their termination, unless the debts are well secured. If thought necessary, this book can be made up monthly instead of quarterly, but no quarter should be allowed to pass without doing so. By leaving four lines between each name four quarters can be shown under each name, thus avoiding much writing; or, as an alternative, the book can be made a wide one, so that it will show four quarters on one opening.

The book is more particularly useful for the balances owing by tenants of free and tied houses, and a smaller book, without columns for Loans, Interest, and Rent, could be used for ordinary customers' balances. In fact, it is usual to have such a book, called a Statement Book, in which is entered *each month* the amount of each customer's statement, as described in the next paragraph.

Customers' Statement Book (Form 40).—

The amount of each statement is entered under the month for which it is sent out. By means of this book it is easy to see which accounts are increasing, and special attention can then be given to those customers who are exceeding safe limits. If there are beer, wine and spirit, and mineral sales it is more convenient to have separate Statement Books for each different class of trade, if different Ledgers are kept. The Quarterly Balances Book will focus them periodically; but, of course, there is nothing to prevent columns being provided for Wine and other Ledgers, and it certainly is an advantage to get them together, so that all statements may be sent out in one envelope.

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Much depends, however, on whether statements are sent out as often as once every month. Sometimes longer credit is given for wines and spirits, especially with private trade.

Lease Book—both granted to and by the Brewery **(Forms 41 & 41a).**—

This should be divided into two distinct parts, or books, as shown. It is a good plan to give every lease a number, and that number should be plainly marked outside the packet containing the deed or deeds. A page should be kept for each separate year—*i.e.*, on one page would be those leases which expire in 1905, and the following page would contain details of those expiring in 1906, and so on.

The Form 41A will constitute a record as to where the securities are lodged. Sometimes the deeds of freeholds are deposited with the trustees for debenture-holders, or with the bankers as security for loans. If, however, the brewery holds securities from customers and others it may be found useful to have a small book for the purpose of recording the names of persons depositing same, and details of the securities deposited. By entering on Form 41A all properties, whether let again or not, it may be made a record of all properties held by the brewery.

Insurance Book.—

It is desirable to keep such a book if many properties are owned by the brewery. Much trouble may be saved by having all the insurances terminating on the same quarter-day; in fact, if this be arranged, an Insurance Book is hardly necessary, except for Stocks, Plant, Casks, &c., and the introduction of a column in the Lease Book (Form 41A) for amount of insurance and where insured would meet the case. No special form is

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necessary, but columns should be provided at the end of the page, one for each month of the year, and by entering the day the insurance expires under the proper month a glance will show what insurances terminate in each month. A column should be provided also for the amount of the insurance, and each year the amount so insured for such things as Stocks, Plant, Casks, Vehicles, Horses, &c., should be compared with the amounts appearing on the Balance Sheet, and it may be necessary to increase or decrease the amount insured, although the amount on the Balance Sheet is not necessarily the correct one for insurance purposes. For instance, horses may be depreciated in the books with a view to writing them off over the term of the estimated life of each horse, but the market value of the horses may actually go up for a few years, and naturally the insurance must cover such value.

Grains Book (Form 42).—

The word "grains" is given to the residual product of malt after it has been crushed and boiled in the process known as mashing. Grains are used to feed pigs, cattle, and horses, and are sold in both large and very small quantities for that purpose. It is therefore necessary to see that, as far as possible, all the grains are accounted for, and this is a difficult matter for several reasons. One is owing to the fact that the grains resulting from a mash are greater in quantity than the malt used, on account of the swelling caused by the hot water and the absorption of the water itself. Another point is that if there is not a ready sale for the grains they turn sour, and may have to be thrown away. Some brewers dry the grains, and thus save "souring," and sell them in that form. In breweries where all the grains are sold by yearly contracts to one or more persons the difficulties practically disappear and need no special record.

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Yeast Sales.—

A somewhat similar system can be adopted, but the quantity sold is comparatively so small that it is hardly worth while having a book as described above. The Duplicate Ticket Book should be sufficient. No yeast to be supplied to customers without production of the duplicate ticket.

Brewing Books.—

All brewers are obliged to keep a book called "Excise Brewing Book," always open to the inspection of the Excise officer. From this book is derived the information on which the amount of duty payable to the Government is fixed. It contains the quantities, &c., of materials used, with much technical information. From this book (or from a "Brewer's Book," which latter is kept by most brewers) the total quantity of all materials used is ascertained, and the total amount of beer brewed. These books, and others dealing with the actual details of brewings, are not usually available for the inspection of the office staff, and do not form part of the bookkeeping system, but they are invaluable for purposes of preventing fraud and errors.

Other Books.—

There must necessarily be many forms and returns in use in breweries, the details of which vary according to the circumstances existing in different concerns, or the taste of the individual managers or cashiers, and no good purpose would be served by describing these in detail or supplying forms; moreover, doing so would render the volume very bulky. There should be no difficulty on the part of any intelligent bookkeeper or manager in drawing up the necessary forms for such various purposes as—

Returns *re* houses under management, showing Beer Supplied and Cash received, Petty Cash Expenses, &c., and Stock Sheets for same.

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Travellers' Order and Collection Sheets or Returns.

Collectors' Reports.

Monthly Returns Sheet of Sales to Tied and Free Houses, showing month by month the amount of trade done with each house.

Depôt and Agents' Weekly or Monthly Returns and Stock Sheets.

As regards the houses under management, this term means that the brewery owns certain licensed houses for which suitable tenants cannot be found, and therefore a manager has to be put in to run the business, or it may be that it is preferred to have managers rather than tenants. The manager will require to be very carefully looked after, and all the transactions closely and frequently checked. Sometimes all goods are charged to the house and entered on forms, as a memo. only, at the price the goods are expected to fetch when sold, then at the end of the week the stock is taken at retail price, and the cash received and expenses paid by cash entered thereon, and the two sides cast. The difference is either a deficit or a surplus in cash, and may require investigation. It should be observed that in the Brewery Sales Book the beer sent to managed houses is entered like an ordinary sale at the usual tied house prices, and the discount credited by means of the Cash Book at the end of each month, an account being opened in the Sales Ledger in the ordinary way, and transferred monthly or quarterly to the Impersonal Ledger, where a Profit and Loss Account is opened for each managed house. (See Chapter IX.)

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CHAPTER IX.

IMPERSONAL AND PRIVATE LEDGER ACCOUNTS AND BALANCE SHEET.

HAVING dealt with the various books of account and statistical books required to keep a record of the various transactions, it is now necessary to show how these are focussed for the purpose of ascertaining the result of the trading. The books themselves have been described, and should require but little further explanation. Both the Impersonal and Private Ledgers should have locks attached, so that the matters contained therein can be kept private if thought necessary, and there should also be a locked Private Journal, ruled exactly the same as the ordinary Journal. These Ledgers should be made of ample width, so that there may be room to rule extra money or quantity columns where required.

The division between the Impersonal Ledger and the Private Ledger is a purely arbitrary one, but in practice it is usually found convenient to have a Private Ledger to contain the Capital, the cost of the various Properties, Plant, Horses, Goodwill, Investments, &c., and the Profit and Loss Accounts, leaving the Impersonal Ledger for the various Material and Expense Accounts.

Below will be found the names of the more usual accounts, and where there are any special features requiring attention, explanations are given, also supposititious accounts showing some of the transactions. Where figures and quantities are given it will be understood they are purely fictitious, and do not

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If the concern is a limited company there will be certain statutory books, such as Share and Mortgage Registers and Minute Books, to be kept, which are fully dealt with in the various handbooks published for the use of secretaries of limited companies, and it is therefore not necessary to discuss them in this volume.

There would be also certain accounts in the Impersonal and Private Ledgers—such as Share Capital (possibly divided into different kinds of shares), Debentures, Directors' Fees, and Transfer Fees received.

The abbreviations used in the following *pro formâ* accounts are:—

P.B.	Purchases Book	P.R.B.	Purchases Returns Book
Jl.	Journal	D.C.B.	Debtors' Cash Book
S.D.	Sales Day Book	C.B.	Cash Book
P.C.	Petty Cash	R.B.	Rent Book
S.R.B.	Sales Returns Book		

(1) Hop Purchases Account.—

The account is opened on the debit side with the weight and amount of the stock. To this side is posted the total of the Hops column in the Purchases Book, and carriage on same. The credit side contains any sales of fresh hops (not spent hops, which are credited to a separate Sales Account), any allowances or returns, and the stock at end of year. The difference is transferred to Beer Manufacturing Account. The brewers will supply the information as to the total weight of the hops used in brewing and "dry hopping" during the year, and this should agree with the Ledger Account, due allowance being made for alteration in weight owing to moisture. Any large discrepancy should, of course, be inquired into, and the Stock Book will here come in very useful.

If the hops in stock have deteriorated, allowance must be made in pricing same. The weight of stock brought down must agree with the totals of the various accounts in the Hop Stock Book.

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(2 & 3) Malt and Sugar Purchases Accounts.—

These will be on similar lines, except that the quantities of malt will be in quarters. Malt bought from outside maltings will be debited, and, if malt is made by the firm, a Journal entry will appear on the debit side transferring amount and quantity of own manufactured malt from credit of Malt Manufacturing Account. (See Malt Manufacturing Account.)

(4) Finings Account.—

This is an ordinary Ledger Account on the same lines as the Hop Account, but probably Quantities columns may be considered unnecessary. By ruling several columns on both sides of the account, one for each kind of finings, &c., and by analysing the stock under same heads, the amount consumed of each kind of material can be easily ascertained. Of course, in this case the Purchases would require to be similarly analysed.

(5) Coal, Coke, and Fuel.—

Columns for weights are necessary here (tons and cwts.). If coal is bought for malting it should be entered in a separate column headed "Malting," or a separate account can be opened.

(6) Manufacturing Sundries.—

This account contains various small items used in breweries, for which it is not worth while opening separate accounts. For instance, Oil for lubricating, Cotton Waste, Packing for engines, &c. The account is dealt with the same as the Hop Account, but no Weight columns are necessary. Separate columns can be provided for the different articles used, and one for "Malting," if necessary. Small thermometers and instruments for testing liquors, &c., can go to this account as well.

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(8) Barley Purchases Account.—

There is seldom any stock of barley left at the end of a brewery financial year, but if there are any stocks of barley or screenings they must be dealt with as shown in Hop Account.

The sales of screenings are first placed to a separate account (or column in the Sundry Sales Account), in accordance with the usual principle of having accounts opened for all sales of by-products, to avoid the risk of such sales being overlooked. By having an account for each kind of sales the absence of entries in one of them should at once attract attention, thus possibly preventing fraud.

(9) Fodder and Horsekeep Account.—

The resulting Profit and Loss item on this account should bear a proper proportion to the number of horses kept, and any serious discrepancy investigated. It is astonishing what a large sum can be wasted, or go astray, unless the expenditure on Stable Account is very closely watched, and it is strongly recommended that a book be kept showing each week the fodder, &c., sent to stables, and stock at the beginning and end of the week, the difference being fodder, &c., consumed. This should be checked weekly by the manager or staff, and probably will repay well the time and trouble involved.

(10) Stable Expenses Account.—

This contains all expenses in stables, including Wages, Veterinary and Shoesmith's Charges, and all small items, such as Brushes, Curry Combs, Harness Paste, &c. Any manure sold, or possibly used for manuring paddock, &c., may be credited to this account in one total at the end of the year.

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(8) BARLEY PURCHASES ACCOUNT.

1904			Quantity	£ s d	1905			Quantity	£ s d
Oct. 30	To Purchases, per Barley Purchases Book ..	2	100	150 0 0	Sept. 30	By Barley sent to Malting for year, per Barley Book (at cost, *plus* carriage)	Jl.	85	134 10 0
" "	Carriage	P.B. 3	..	2 10 0	" "	Sales of Screenings for year, transferred from Screenings Sales Account	"	2	3 0 0
					" "	Fodder Account, Screenings used by Horses for year..	"	10	15 0 0
					" "	Deficiency	..	3	
			100	£152 10 0				100	£152 10 0

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(9) FODDER & HORSEKEEP ACCOUNT.

			£ s d			P.R.B.	£ s d
1904 Oct. 1	To Stock of Fodder, &c.	✓	10 0 0	1905 Jan. 31	By Allowances off price of Hay	10	1 0 0
Nov.	„ Purchases for Month	P.B. 4	28 0 0	Sep. 30	„ Stock	✓	13 0 0
Dec.	„ Do.	„ 8	36 0 0	„	„ Profit and Loss Account	Jl.	90 0 0
1905 Sept. 30	„ Grains for year sent to stable—Transferred from S.Lr., at average Sale price	Jl.	20 0 0				
„	„ Screenings do.	Jl.	10 0 0				
			£104 0 0				£104 0 0
1905 Oct. 1	To Stock of Fodder, &c.	✓	13 0 0				

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(17) Bought Beer Purchases.—

This will contain columns for both Quantities and Value of beer bought, posted from the Purchases Book, also Freight on same, and will have items representing stock at commencement and end of year. The balance of both columns (representing the cost of bought beer sold) will be transferred to the debit of Bought Beer Trading Account. (See No. 19.) In taking stock all bought beer in bottle must be included.

(18) Bought Beer Sales Account.—

This will also contain columns for quantities in barrels or gallons. Any returns will appear on the debit side, posted from the Bottled Beer Returns Book; and the sales will be found on the credit side. The net balance of the columns will be transferred to the credit of Bought Beer Trading Account. The sums representing bottles charged to customers will not be posted to this account, but to "Reserve for Bottles Charged to Customers" Account. The amount of Bought Beer Sales will be derived from the Summary of the Bottled Beer Sales Book, and before posting the quantities the pints and half-pints will be converted into barrels.

(19) Bought Beer Trading Account.—

The object of keeping sales of bought beer separate is so that the brewery may show its own sales and profit on its own output, as it is clear the figure of total output of brewery would be misleading if it contained sales of other manufacturers' beers.

(20) Travelling.—

This form is given as an example of the ordinary Expenses Accounts, and to show the sources from which most of the debits are derived. The balance owing is supposed to represent an estimate of the sum owing to a certain traveller,

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probably paid a few days after the date of stocktaking, and therefore too late to debit the account from the Cash Book or Petty Cash Book. A liability for same therefore has to be introduced, so that the account may show the total expense incurred for the year under the head of Travelling. The opening liability of £4 7s. 0d. was paid either in the item of £47 8s. 6d., per Travellers' Cash Book, or in that of £14 3s. 9d. paid through the Petty Cash Book.

Before closing the books at the end of the year it is always necessary to see that any balance owing to or by the concern at the beginning has been duly met, as it is quite possible that some item reserved for at the beginning of the year in the manner indicated above has not been paid by the end of the year, and therefore must again be brought down as a liability, in addition to any further items there may be. Having introduced these liabilities, a balance is struck between the two sides, and the difference transferred to Profit and Loss Account as shown.

(21) Malt Manufacturing Account.—

All malt bought from maltsters is posted direct to "Malt Purchases Account." The Malt Manufacturing Account is for the purpose of ascertaining what profit, if any, accrues to the firm by making malt instead of buying it. The easiest method of arriving at the expenses is to have a separate column in all those accounts in the Impersonal Ledger which will contain items affecting the cost of malting (such as Coal and Coke, Wages, Repairs, Rates, Rent, or estimate for Rent if malting is freehold), and transfer the totals at the end of the year to Malting Account. This is the method shown here. Another method is to rule columns in the Malt Manufacturing Account itself for the various headings required.

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(20) TRAVELLING EXPENSES ACCOUNT.

1904				£	s	d	1904			£	s	d
Oct. 31	To Sundries, per Travellers' Cash Book, for Month		4	47	8	6	Oct. 1	By Balance owing at this date . ..	√	4	7	0
"	" Do., per Petty Cash Book, for Month		20	14	3	9	1905 Sept. 29	" Profit and Loss Account—Transfer Total for Year	Jl.	63	10	3
Nov. 15	" Cheque, Smith—Special Journey to London		C.B. 14	10	5	0						
1905 Sept. 29	" Balance owing Smith—estimated		√	2	0	0						
				£73	17	3				£73	17	3
							1905 Oct. 1	By Balance down—Smith	√	2	0	0

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different persons entitled, in which case they would be treated like ordinary Bought Ledger Accounts.

(25) Trade Charges.—

This account usually contains *inter alia* items for brewery licences. As these licences are paid a year in advance, at stock-taking the amount prepaid must be calculated and brought down in the same way as rates prepaid are brought down on the Rent Account.

(27) Brewery Rent, Rates, Taxes, Light, and Insurance.—

The *pro formâ* account given requires little explanation. By using separate columns for each main heading given above much trouble is saved at the end of the year in calculating the out-standing and prepaid amounts. Some firms open Personal Accounts in the Bought Ledger for these, but it is really not necessary, as all such items have to be paid regularly, and can be posted direct from the Cash Book to the Impersonal Ledger. Breweries are usually freehold, hence the item for Rent seldom appears, except for Maltings, Stores, &c. Of course, separate accounts can be opened for (*a*) Rates and Taxes; (*b*) Insurance; (*c*) Light; (*d*) Rent, if desired. Income-tax, Schedules D and A, should go to a separate account in the Ledger, as described in the next paragraph.

(31) Income Tax.—

There should be two columns, one for Schedule D and the other for Schedule A. One reason for keeping income-tax in a separate account is because King's taxes cannot be charged against profits when arriving at the annual assessment under Schedule D. Another reason is because any tax deducted when paying interest has to be credited to Schedule D Account and debited to the particular Interest Account affected. As

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of beer supplied to men and beer given away to customers. Therefore two accounts should be opened in the Sales Ledger, but both transferred to the one account in the Impersonal Ledger.

(34) Corks for Bottling.—

These must be kept separate in the Purchases Book from the large corks sometimes used for casks, which latter kind must be classed with shives, &c. The account will contain on the debit side the stock at start of year, and all new corks bought, and on the credit side any allowances or returns, and the stock at end, the difference being corks used. In taking stock of corks it is permissible to include the corks in the bottles of beer in stock at that date.

(35) Wages.—

To avoid having too much detail in the Impersonal Ledger the most convenient way of dealing with wages is to open one Wages Cash Account in the Impersonal Ledger, and post to the debit of that account, from the Cash Book, all amounts drawn from the bank for wages. On the credit side would appear the balance owing (if any) of wages at date of last stocktaking. This amount owing frequently arises because the date of stocktaking occurs on a different day to that on which the weekly wages are due. A summary of the year's wages under proper heads can then be made from the weekly analysis of wages in the Wages Book, and, by a Journal entry, these totals can be transferred from the credit of Wages Cash Account to the debit of such accounts as "Brewery Wages, Cooperage, Carmen, Stables, Malting," &c. It may be found more convenient to have one Wages Account, which would contain a Total column, and also columns for each class of wages. The first system is, however, most economical as regards clerical work. Separate accounts should be opened for Salaries of Brewer, Manager,

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Office, and Travellers in the Impersonal Ledger, and the Bottling Department Wages and Salaries should also be kept distinct. Care should be taken to see that the Wages Sheets are signed by the person responsible for the entries thereon, that the sheets go through as many hands as possible, and that the person actually paying the wages has nothing to do with the preparation of the Wages Sheets themselves.

(36) Salaries of Brewer, Manager, and Office.—

Frequently the brewer lives near the brewery, or in a house attached to the premises, and the Rent, Rates, Gas, &c., are paid for by the firm. In this case they must be debited to "Brewer's Salary," and also any beer which he may be given free. This latter will go into the Sales Day Book and Sales Ledger in the usual way, and be transferred at the end of the year, by Journal, to the debit of "Brewer's Salary Account." Any outstanding salary, rates, &c., owing to or on account of the brewer must be brought into the account at stocktaking. It is well to keep distinct, by means of separate columns, the Brewer's, Manager's, and Office Salaries.

(37) Pigs Account.—

Pigs are kept at many of the country breweries with a view of disposing of some of the surplus grains. The account is opened on the debit side with the value of the pigs at the commencement of the year, and is also debited with grains consumed by the pigs (transferred by means of the Journal from the account in the Sales Ledger), and any special expenses, and credited with pigs sold and stock of pigs at end of year. The difference, either profit or loss, will be transferred to Profit and Loss Account.

(38) Discount off Purchases.—

Only Cash Discounts must go to this account, which is credited monthly direct from the total of the Discount column

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(39) DISCOUNT OFF SALES ACCOUNT.

Date		Folio	Free	Tied	Private	Date		Folio	Free	Tied	Private
			£ s d	£ s d	£ s d				£ s d	£ s d	£ s d
1905 Oct. 31	To Discounts for the Year, per Cash Book (posted monthly).. ..	C.B.	4,000 0 0	1,000 0 0	500 0 0	1904 Oct. 1	By Balance, Reserve on Book Debts..	✓	600 0 0	150 0 0	75 0 0
						1905 Sept. 30	„ Profit and Loss Account.. ..	Jl.	4,010 0 0	1,010 0 0	503 0 0
„	„ Balance, Reserve.	✓	610 0 0	160 0 0	78 0 0						
		£	4,610 0 0	1,160 0 0	578 0 0			£	4,610 0 0	1,160 0 0	578 0 0
						1905 Oct. 1	By Balance, Reserve..	✓	610 0 0	160 0 0	78 0 0

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to have columns headed "20 per cent.," "15 per cent.," &c., and enter the balances on which discounts will be given in their proper column, but this means much work and trouble. Probably a fairly accurate estimate can be arrived at by working out the proportion the cash received for the year bears to the total of the Discount column, provided that no large payments for bottles are included in the cash. This would obviate the difficulty and work involved in keeping separate Discount columns for each class of trade, and the result would be fairly accurate. If there are any houses under "Management" the discount on the beer sent should be calculated at the tied house rates each month, and entered in the Discount column and credited to each Managed House Account.

(40) Beer Sales (Own Beer).—

As explained under the heading of "Sales Day Book," a summary is made of the daily, weekly, or monthly totals of the Own Beer Sales Day Book, either at the end of the Day Book or in a separate Summary Book, and this summary will show the exact barrelage of the sales of each class of beer, and it is therefore unnecessary to enter these details in the Beer Sales Account in the Impersonal Ledger. The Bottled Beer Sales will be summarised in the same manner as the cask beer, and the total added to the total of the summary of beer sold in casks, then the total of own beer sold will show in one summary. The total of "Own Beer Sales," both barrels and money, will then be posted to the credit of Beer Sales Account. The totals of Bought Beer Sales and Sundry Sales will be posted to their respective accounts.

(41) Grains.—

The credits come from the Summary of Sales Day Books, both quantities and money, plus Journal entries *re* grains sent to stable. An account will have been kept of

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the estimated quantity of grains turned out from the mash tuns (see Chapter VIII., Form 42), and also of any thrown away, and the output from brewery, less that thrown away, should agree within a reasonable amount with the total of the Quantity column in the Grains Sales Account. The balance of the account is transferred to credit of Profit and Loss Account.

(42 & 43) Yeast and Spent Hops, &c.—

These merely require Quantity and Money columns, and are credited from the Summary of Sales Book, and the balance of the account transferred to Profit and Loss Account at end of year.

(44) Bad Debt Account.—

The amount of Bad Debts incurred by a brewery, especially one which has a large private and free house trade, is usually heavy. If there are several breweries in the district, all doing trade with private customers, it is no uncommon thing to find that when some customer living in a small house, or part of a house, has exhausted his credit with one brewery he transfers his patronage (?) to another concern, or to another agent of the *same* concern, and so on, and eventually owes money to nearly all the breweries in the district, and it may not be worth the cost of proceedings to recover. Special care is therefore necessary to keep the private debts from accumulating. Another point to bear in mind is to see that all *contra* accounts with farmers and others are ascertained and introduced into the books. An ample reserve should always be provided, and it is a sound plan to add to Reserve each year a sum based on a fixed percentage on the sales. This percentage would vary with different concerns, and depends greatly on how much of the trade is free and how much is tied, but it is well to err on the liberal side, as it is often astonishing to find, when a brewery is wound up or sold, how many of the

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(44) BAD DEBT ACCOUNT.

1905		Folio	£	s	d	1904		Folio	£	s	d
Sept. 30	To Bad Debts written off from Trade Ledgers	Jl.	410	0	0	Oct. 1	By Balance—Reserve	√	1,000	0	0
						Nov. 16	„ Cash—Jones recovered	C.B.	10	0	0
„	„ Loan Accounts and Interest, written off	Jl.	300	0	0	1905 Sept. 30	„ Profit and Loss Account (being 1% on Free Trade of £— for year, and ½% on Tied Trade of £— plus special items re Loan Accounts ..	..	550	0	0
„	„ Balance, Reserve	√	850	0	0						
			£1,560	0	0				£1,560	0	0
						1905 Oct. 1	By Balance—Reserve	√	850	0	0

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10 per cent. per annum a fair rate, but probably 7½ per cent. will be found sufficient. Of course, it is sound policy to write off liberally, and therefore a 10 per cent. rate off the balance of the Plant Account at the beginning of the year is certainly advisable, although probably more than sufficient. Boilers and engines will certainly last for a very long time before requiring replacement, but many of the other items making up a Brewery Plant Account depreciate far more rapidly, hence the difficulty of arriving at a correct basis.

In many breweries a separate account or column is opened for "Loose Plant and Utensils," and, if there is a malting business, for "Malting Utensils, &c." This would render easier the task of arriving at proper rates of depreciation. It is well to keep any malting plant quite separate from brewing plant, so that the depreciation on the former can be ascertained and charged to Malt Manufacturing Account. Bottling plant should also be kept separate.

(48) Cask Account.—

This is kept in the same way as Plant Account, but on the debit side will be found transfers from Cooperage Account, representing cost of casks made by the coopers on the premises, in addition to any that may be bought from outside makers. The credit side may contain items representing casks charged to and paid for by customers. It is very useful if a small book be kept with a debit and credit side showing the number (not money value) of casks owned by the brewery, divided into columns for Hogsheads, Barrels, Kilderkins, Firkins, and Pins. To the balances at start must be added all casks bought or made during the year, and on the credit side the total number of casks broken up, charged to customers, or written off as lost. This book will then show as nearly as possible the number of

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each size of cask owned by the brewery, and the balances of each column can be verified every few years by taking out a list from the Cask Register of all casks out and considered recoverable—plus the casks, full and empty, on the premises—and any discrepancy can be inquired into, and adjustments made, if necessary. In making out that list from the Cask Register a further list should be made of all casks not shown as charged to customers, and this list, being in numerical order, can be used as the Stock Sheet of casks on hand, and can be ticked off when taking stock of casks on the premises. Any cask number not so ticked means a cask missing, and inquiries must be made.

The question of depreciation on casks is a vexed one, so much depends on the class of trade done—*i.e.*, whether tied or free trade predominates, or whether many casks are sent by rail. In this latter case the depreciation is heavier than if the goods are delivered by own carmen. Again, if the clerical staff is sufficient to keep a continuous watch on outstanding casks, and the carmen are induced by means of commissions and continual supervision to collect casks as quickly as possible, the depreciation is considerably reduced. Therefore depreciation varies in different breweries. Mr. Daniel Hill in his lecture recommends valuing all casks out and in at each audit, and taking them into stock at cost, less 25 per cent. for casks at tied houses, and 35 per cent. at other places. One great objection to this is the fact that for the first years of a new brewery the amount written off would be excessive. A more usual way is to write off 10 per cent. or 7½ per cent.; and all repairs. A rate of 5 per cent. is too low, except perhaps in the case of a brewery whose business lies in a small area, where casks are delivered and collected by own men, and can be looked up every few weeks; but it is doubtful even then if casks will last twenty years, although it is wonderful what a skilful cooper can do in the way of repairs.

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However, it is best to err on the right side and write off liberally. A not unusual method is to calculate, say, 1 per cent. on the cask beer sold, and take that as the figure of depreciation.

(49 & 50) Cases and Jars.—

These accounts are worked in the same way, but cases, not usually being made so strongly as casks, should have a heavier depreciation written off. This must be determined by the local conditions as to method of delivery. Jars, if numbered and branded, would probably not require such a heavy depreciation, although the rate should not be less than 10 per cent. Here, again, money can be saved by an efficient system—*i.e.*, by keeping a Jar Ledger and Register—and constant attention to the work of collection, but it is impossible to indicate a fair rate of depreciation unless one is conversant with the system in vogue at any particular brewery. If great care be not taken in collecting, it will be found that the customers find the jars very useful receptacles for lamp oil and other household requisites, and a heavy loss may result thereby, in addition to the trouble of cleaning them if or when they are recovered.

(51) Bottles and Stoppers.—

This account is kept on similar lines to the above, but it is recommended that the depreciation be arrived at by means of a fixed percentage on the sales. The figure of loss thus arrived at will then be in exact proportion to the output. In some mineral water concerns a rate of 3 per cent. on the sales is taken, but this would probably be too high for bottled beer trade, as the bottles are not so liable to burst, nor are they sent out or returned so often.

If, as described in the chapter on Bottled Beer Accounts, the bottles are charged to and paid for by customers, there will be

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a Reserve gradually worked up, and this may be taken into consideration in fixing the rate of depreciation, but an annual charge against profits for loss and breakage is essential, and it is strongly recommended that such charge should be a liberal one.

(52) Horses.—

This account is kept on the same lines as the Plant Account. The rate of depreciation will to some extent depend on whether the trade is a town or country one. Again, skilful management of the loans and journeys will tend to reduce the loss on this account. Not less than 10 per cent. should be written off, but probably 15 per cent. per annum will meet most cases. Annual valuation of horses is not recommended for bookkeeping purposes, as even if a horse has appreciated, its life will probably be only an average one, and the cost of such horse should therefore be written off in even annual amounts over the estimated term of the horse's existence—*i.e.*, if a horse costs £50, and it is expected to be able to work for, say, ten years, it is clear that £5 is the correct sum to charge against each year. In a very large concern keeping many horses it is not unusual to take every horse as being worth the same amount, which amount is a sort of middle average price. This works fairly well when there is a sufficient number to allow the laws of average to come into play, but it would certainly not apply to a concern employing a small number of horses.

(53 & 54) Vehicles and Harness Account.—

All repairs and renewals of parts should be written off Vehicles Account, and a percentage for depreciation, 7½ per cent. is usually found sufficient, if renewals of parts are not added to Capital. With harness write of all repairs to Profit and Loss Account, and also renewals of parts.

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(56) Leasehold Premises (Capital Accounts).—

A separate account should be opened for each property, and notes made at the head of the account giving full particulars of terms of lease, annual rent, &c. Write off annually either a regular figure each year, or form a Sinking Fund. In either case it is well to so calculate the amount that the cost of the lease, &c., is written off a year or two before the lease actually terminates, so as to allow for the setting aside of a sum for dilapidations. Actual additions to the buildings may be debited to this account and written off as indicated.

(58) Managed House Account.—

A separate account must be opened for each house so as to arrive at the profit or loss. All expenses and goods supplied must be debited to this account, and it is well to provide columns for Expenses, Beer, Wages, Wines, &c. &c. The items for Rent, Insurance, and Taxes must not be overlooked, and also a charge for Depreciation of Lease if leasehold.

The account is credited with stock at end of year and with all cash received. The cash received should be banked intact, and the manager supplied with a sum to draw on for expenses. The account must also be credited, say, each month, with discount on beer, &c., calculated at the usual tied trade rate. The difference between the two sides, either profit or loss, is transferred at the end of the year to Profit and Loss Account. Weekly Returns should be made on proper forms by the manager of the house, and the office staff should check them, and work out the percentages of profit on sales, &c., at least every month. The stock should be periodically taken by an official sent from the brewery. In short, a very close and efficient check must be continually exercised, but the whole question is more one of management than of actual bookkeeping.

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(59) Leasehold Property Rent Accounts.—

A separate Ledger Account should be opened for each property, which will have on the debit side all cash paid for Rent, Taxes and Insurance, and Repairs, &c., and on the credit side all rent charged to tenants. The entry for tenants' rent is derived from the Rent Receivable Book. Deductions by tenants on account of "Compensation Act" payments can be entered in the Deductions column of that book, or special Journal entries made. (See Form 38.) The account should also be debited with the amount being set aside for the purpose of writing off the cost, if any, of the lease. The balance of profit or loss on the account is transferred direct to Profit and Loss Account, or all the balances of the different properties may be collected into one account called "Rents Receivable Account," and the total only of that account transferred. Any insurance or rates prepaid, compensations prepaid or recoverable, or taxes, &c., owing, must be calculated at the end of the year, and brought down as assets or liabilities. If the tenant cannot pay his rent, and it is considered bad, it should be credited to his Personal Rent Account, and debited to the Rent Account of that particular property in the Impersonal Ledger, or, if it is only doubtful, a reserve can be brought down on the latter account as a liability, thus increasing the loss.

Where there are not many houses the Rent Receivable Book can be dispensed with, in which case open an account in the Impersonal Ledger for each property, and post the cash as received from the tenant direct to the credit, instead of first debiting the tenant from a Rents Receivable Book and crediting the Impersonal Ledger Account. This obviates the opening of a Personal Account for rent with each tenant. If this plan be adopted, the rent owing from tenant at the end of the year must be introduced into the credit of the account in the Impersonal

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Ledger and brought down as an asset (just as the item of "Stock" is introduced into, say, "Hop Purchases Account"), but if the rent is doubtful it will not be entered at all until paid. All Rent and Repairs owing are introduced on the other side. It is convenient to keep separate columns for Repairs and Rates, leaving the outside one for Rental and Compensation items.

As this account ends at September 30th the amount, if any, prepaid under the "Compensation Act" will be very small; but if the accounts were made up to December, over three-fourths of any amount not recoverable from landlord would be prepaid, and would appear as an asset. It will be seen by this account that £2 was deducted by tenant for compensation, but only £1 of this was deducted when paying the superior landlord. (See Chapter XII.) Of course, if desired, a separate account can be opened for compensation items.

(60) Freehold Property Rent Accounts.—

These are kept on similar lines to the Leasehold Rent Accounts, but, of course, there will be no debit for rent paid by brewery.

(61) Reserve for Bottles Charged to Customers.—

This account has been dealt with in the chapter devoted to Bottled Beer Accounts, and, of course, is necessary only when bottles are charged to customers and moneyed out. The credit side contains the weekly or monthly totals of the Bottles Cash column of the Bottled Sales Book, and is debited with the bottles credited to customers when returned as per the Returned Bottles column in the Bottled Sales Book. The balance of the account, which will naturally be a credit one, should always be carried forward to the next year, and on the Balance Sheet should be deducted from the total of the debtors.

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in the books can be made by crediting the various Property Accounts in the Impersonal Ledger and debiting the tenants with the sale price, or cheques may be exchanged. If sold at higher prices than those at which the properties stand in the brewery books, the differences should be carried to a Special Reserve, as it is usually very doubtful if the sale price (*i.e.*, the loan) will ever be really paid in full, and should the houses be bought back—*i.e.*, the loans called in—such reserves will in all probability be required. In any case, if a loan is called in and a house bought back, the Property Account should not be debited with a larger figure than that of the original cost price to the brewery, as otherwise, in time, the houses might stand in the books at unduly inflated prices. If the concern is a limited company, and the properties as a whole show that the present valuations are considerably less than the original purchase prices, and if sufficiently large reserves have not been accumulated, a reduction of capital seems to be the best solution of the difficulty.

(63 & 65) Mortgages and Loans to Brewery.—

Separate accounts will be opened for each loan, with columns on each side for Interest. The interest on the credit side is entered by means of the Journal in the inner column, and when paid the cash is debited. Any tax deducted must also be debited and Income-tax, Schedule D, Account credited. The interest credited as indicated is debited to Interest on Loans Account. Interest paid to bankers should always go to a separate account, so that it may not be lost sight of when making the return for income-tax.

(68) Sales Ledger Account (for Self-balancing Ledger System).—

It is very desirable to be able to balance each set of Ledgers, or even each Ledger, separately—firstly, to ascertain the correctness of the postings and the extraction of the balances;

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1904		Folio	£	s	d	1905		Folio	£	s	d
Oct. 1	To Balance (agreeing with total of list of Balances)		3,000	0	0	Sept. 30	By Cash for Year, per Debtors' Cash Book		18,000	0	0
1905						"	" Discount, do.		1,000	0	0
Sept. 30	" Sales for Year, per Day Books ..		20,000	0	0	"	" Allowances and Returns, per Beer Returns Book		200	0	0
"	" Interest charged to Customers on Overdue Accounts, per Journal		40	0	0	"	" Bad Debts written off, per Journal		500	0	0
"	" Bills Receivable Returned Unpaid, per Cash Book		400	0	0	"	" Bills Receivable for Year, per Bills Receivable Book		1,000	0	0
"	" Cash Returned (Overpaid items), per Cash Book		20	0	0	"	" Transfers from Bought Ledger, per Journal (for Contra Accounts)		90	0	0
"	" Transfers from Bought or Impersonal Ledger, per Journal		300	0	0	"	" Transfers from Impersonal Ledgers, such as—				
							Beer for Men		20	0	0
							Brewer's Allowance		10	0	0
							Grains for Horses, &c.		20	0	0
						"	" Balance, agreeing with Total of List of Sales Ledger Balances	√	2,920	0	0
			£23,760	0	0				£23,760	0	0
1905 Oct. 1	To Balance	√	2,920	0	0						

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Memorandum Account, as the items have already been posted in detail. The system can also be extended to Loan Ledgers, Interest and Rent Ledgers, by means of separate columns in the different subsidiary books.

(69) Bought Ledger Account.—

This account is raised in the same manner as the Sales Ledger Account. The Bills Payable debited to Bought Ledger Accounts must not be forgotten, and care must be taken to see that no discounts are included in the Credit Discount column of the Cash Book, except those that have been posted to the Bought Ledger. There may be a few items of Cash received which have been posted to the credit of certain Bought Ledger Accounts. These must be credited to the Bought Ledger Account. Possibly also some small amounts have been paid through the Petty Cash, and the Separately Posted column of that book should be examined, and any such items debited to the Bought Ledger Account.

(70) Capital Accounts.—

If the brewery is a private concern there will appear in the books one or more Partners' Capital Accounts. Usually a separate Drawing Account is kept for each partner, and interest charged on each amount drawn out. The total of Drawings and Interest is transferred at the end of the year to the debit of the Partners' Capital Accounts, and interest is credited on the capital balances at the beginning of the year and on any capital introduced during the year, and the shares of profit, when ascertained, are also credited. The balances represent the capital of each partner at the end of the year.

If the concern is a limited company there will be one or more Share Capital Accounts, which will be credited with the shares issued. In the case of companies, the profit remains in the

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(72) OWN BEER TRADING ACCOUNT for the Year ended September 30th 1905.

Date		Folio	Barrels	Average per Barrel £ s d	£ s d	Date		Folio	Barrels	Average per Barrel £ s d	£ s d
1904 Oct. 1	To Stock (including Bottled Beer and returned Beer considered good)	√	450	..	470 0 0	1905 Sept. 30	By Sales of Own Beer (including Bottled Beer, *less* Returns, &c.), per Beer Sales Account ..	Jl.	5,040	..	9,198 0 0
1905 Sept. 30	„ Beer Manufacturing Account (Transfer Cost of Materials, Duty, and Wages) ..	Jl.	5,069	..	5,207 5 9		„ „ Stock	√	300	..	315 0 0
							„ „ Deficiency (Waste, &c.)		179		
	„ „ Gross Profit on 5,040 Barrels sold carried to Profit and Loss Account	Jl.	..	..	3,835 14 3						
			5,519		£9,513 0 0				5,519		£9,513 0 0
1905 Oct. 1	To Stock	√	300	..	315 0 0						

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breweries vary, and the form given is only to indicate the usual headings, and to show a useful method of classifying expenses. It will be noticed that the costs of delivery are kept separate as far as possible. This will be found useful for the purpose of calculating the average cost of delivery per barrel sold. It is astonishing what economies can be effected by a skilful arrangement of the deliveries and rounds, and the consequent saving in wear and tear of horses and men's time. If the brewery is a limited company there will be other items in the account—such as Transfer Fees, Directors' Fees, Interest on Debentures, Dividends, &c.

If there are any investments in other companies a separate account should be opened for each investment. The inner column may contain the dividends or interest received therefrom, and the total dividends transferred annually to the credit of Profit and Loss Account. If there is a wine and spirit trade done the gross profits therefrom will be entered in the first part of the Profit and Loss Account, next to the Sales of Residuals, and headings will appear amongst the expenses for "Wine Department Depreciation, &c., Wages, Bottles, &c. &c."

With regard to Advertising, many firms spend considerable sums upon large and expensive plate-glass mirrors, on which appear the name of the brewery and other details. These are fitted up in the public-houses, but are usually returnable at the discretion of the brewery. There are many other similar expensive forms of advertising, and, of course, it is good policy to write off the cost of these year by year, but there is no necessity to do more than to write off depreciation, as the mirrors last for many years, and can usually be transferred from one house to another. Under these circumstances it is recommended that a separate account should be opened under the head of "Mirrors, Tablets, &c."

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A column has been provided on both the debit and credit sides for the purpose of entering the figures of the previous year's trading, also a column for the amount of each class of expenditure per barrel sold for the current year. The gross profit on Bought Beer Trading Account will be worked out on the number of barrels sold of other makers' beer, and the cost per barrel of expenses, such as Costs of Delivery, Office Expenses, Bottling Expenses, &c. &c., will be calculated on the total barrels sold of both own beer and other makers' beer.

One of the principal objects of good bookkeeping is undoubtedly to enable the expenses to be grouped under convenient heads, and to be able to compare the amounts so arrived at with those of previous years; and by means of the above-mentioned columns, and more particularly by comparing the amount per barrel sold, it should be comparatively easy to ascertain if, and where, expenditure is increasing, and to economise where possible, but with due regard to efficiency.

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PROFIT AND LOSS ACCOUNT for the Year ended September 30th 1905.

Year ended Sept. 30 1904	Average per Barrel sold		£ s d	£ s d
		To Discount on Sales :—		
		Free Trade		
		Tied „		
		Private „		
		„ *Balance down*		
				£
		To Coal, Coke, &c.	£ s d	
		„ *Water*		
		„ *Manufacturing Sundries* ..		
		„ *Shives, Bungs, &c...* ..		
		„ *Brewer's and Manager's Salaries*		
		„ *Beer allowed to Men* ..		
		„ *Bottling Department :—*		
		Wages		
		Repairs to Plant, &c. ..		
		Printing and Stationery		
		Corks		
		Bottles and Stoppers Depreciation		
		Plant do.		
		Cases do.		

Year ended Sept. 30 1904	Average per Barrel sold		£ s d	£ s d
		By Own Beer Trading Account—		
		Transfer—Gross Profit		
		„ *Sundry Sales of Residuals :—*	£ s d	
		Grains		
		Spent Hops		
		Yeast		
		„ *Bought Beer Trading Account—*		
		Gross Profit		
				£
		By Balance		
		„ *Discounts on Purchases*		
		„ *Profits and Losses on Rents of Houses*, after charging Repairs, Insurances, and Depreciation of Leaseholds :—		
		Profits on—	£ s d	£ s d
		"Red Lion"		
		"Half Moon"		
		"Three Bells"		
		&c. &c.		
		Less—		
		Losses on—		
		"Deerhound"		
		"White Hart"		
		&c. &c.		

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PROFIT AND LOSS ACCOUNT—(*continued*).

Year ended Sept. 30 1904	Average per Barrel sold		£ s d	£ s d
		To Stables and Cartage:—		
		Wages—Stables		
		Do. Carmen and Commission		
		Fodder		
		Stable Expenses ..		
		Carriage Outwards ..		
		Horses—Depreciation ..		
		Vehicles & Harness do.		
		Repairs to Vans and Harness		
		Less:—		
		Manure sold		
		„ *Cooperage and Casks:—*		
		Wages		
		Materials		
		Depreciation of Casks ..		
		Do. of Jars ..		
		„ *Travelling, &c.:—*		
		Wages and Commission		
		Travelling Expenses ..		
		„ *Office:—*		
		Wages and Salaries ..		
		Printing and Stationery		
		Office Expenses		
		Stamps and Telegrams		

Year ended Sept. 30 1904	Average per Barrel sold		£ s d	£ s d
		By Profits and Losses on Managed Houses:—		
		Profits on—		
		"Crown" ..		
		"Swan" ..		
		Less—		
		Losses on—		
		"Golden Lion"		
		"Railway Hotel"		
		„ *Profit on Pigs Account*		
		„ *Profit on Malt Manufacturing Account*		

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BALANCE SHEET, September 30th 1905.

Sept. 1904	LIABILITIES	£ s d	£ s d	Sept. 1904	ASSETS	£ s d	£ s d
	To Trade Creditors:—				*By Cash:*—		
	Per Bought Ledger ..				At Bank..		
	Brewery Rents, &c., accrued, per Schedule ..				In hand		
	Duty						" " "
	Commissions				" *Debtors:*—	£ s d	
	Water, Gas, &c.				Tied Houses ..		
	Rent, &c., of Leasehold Houses, per Schedule ..				*Less* Reserve for Discount ..		
	Sundry Expenses ..				Free Houses ..		
	Income-Tax — Schedule D				*Less* Reserve for Discount ..		
	Legal Charges				Private Trade ..		
	Auditors				*Less* Reserve for Discount ..		
	Interest on Unsecured Loans						
			" " "		" *Loans and Interest*		
	" *Loans Unsecured*, per Schedule		" " "		" *Rents of Houses*		
	" *Mortgages*, per Schedule ..				*Less*—		
	" *Interest Accrued* on same ..				Reserve for Doubtful Debts ..		
			" " "		Reserve for Bottles charged to Customers		
	" *Reserve on Freehold Buildings*						" " "
	" *A. E. Jones, Capital Account*:—				" *Stock of Materials, Fuel, Forage, Stationery, and Beer*, &c., per Schedule ..		" " "
	Balance at Oct. 1 1904 ..				" *Investments*, per Schedule		" " "
	Add—				" *Mirrors and Tablets*		" " "
	Interest						
	Capital introduced during year						
	One Moiety of Net Profit..		£				
	Less—						
	Drawings						
			" " "				

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(74) Balance Sheet.—

Like the Profit and Loss Account, this is given merely as an example of how the items of assets and liabilities may be conveniently grouped. By placing the Cash and Debtors first on the Assets' side, and the Current Liabilities first on the Liabilities' side, it can then be easily seen if the liquid assets are or are not sufficient to meet the current liabilities as and when payable.

As has been before explained, the "Reserve Account for Bottles Charged to Customers" is deducted from the total of the debtors, as the greater part of the bottles so charged will be returned, and will not eventually take the form of cash.

The Reserve for Freehold Buildings is usually considered necessary to provide for the time when the freehold houses will require to be rebuilt.

The Interest accrued on Mortgages is placed with the Mortgage Loans, and not with the Sundry Creditors, as the interest is secured by the Mortgage Deeds.

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have depreciated a sufficient amount must be taken off the cost to meet the loss. The Stocks at Managed Houses must be taken by an official from the brewery. In taking the Stock of Beer in Casks it should be ascertained that every cask contains its proper quantity of beer.

All outstanding accounts of liabilities must be obtained, if not already in the books. A frequent source of delay is the non-arrival of accounts for such items as Repairs to Plant, Vehicles, and Buildings, Farriers and Veterinary Expenses, and New Buildings, but if written orders have been given for everything there should be no difficulty in ascertaining all items for which no accounts have been received. As described under the head of "Invoices," the Order Book will not have been used for such items as Law Charges, Gas, Electric Light, and Water, the accounts for which must be obtained.

All Stocks (for which Stock Books are kept) when taken should be compared with the balances as shown by the Stock Books, and adjustments of these books made where necessary, and the balance brought down agreeing with the actual stocks as shown by the Stock Sheets. When the Ledger Accounts for Hop Purchases, &c., are completed the deficiencies there shown should agree very nearly with the deficiencies as per Stock Books.

There may be outstanding amounts owing for Commission to Travellers, Agents, and Carmen. These must be ascertained.

A list of the Sales Ledger balances must be made, and agreed with the Sales Ledger Account in the Impersonal Ledger, after all Impersonal Accounts—such as "Beer for Men," "Brewer's Beer Account." "Grains for Stable"—have been duly transferred to the Impersonal Ledger, and all Bad Debts written off.

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The balances on the Bought Ledger should be agreed with the Bought Ledger Account and with the statements sent in, and to expedite this it is usual to send a printed postcard with, say, the words "Stocktaking, September 30th 1905," on the back, and a request for the statement to be sent in at once. If any discrepancies are then found they should be settled as soon as possible.

The Cash Book and Petty Cash Book and Purchases Books should be examined to see if any vouchers are missing, and duplicates obtained where necessary. This having been done, and a Trial Balance having been made, the Profit and Loss and Manufacturing Accounts can be prepared and Balance Sheet completed ready for audit.

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CHAPTER XI.

AUDIT.

It is not necessary, or even practical, to attempt to deal in a single chapter with the whole routine of a brewery audit, a great part of which is common to the auditing of all trading concerns. Therefore it is proposed only to refer to points arising principally in brewery businesses, or to those which require special treatment. It will be found that attention has already been drawn to most of those points in various parts of this volume, and therefore it is only necessary to briefly refer to many of them.

Assuming that the ordinary audit work has been completed, the principal points requiring attention are as follow:—

(1) The brewer having been asked for information as to the total quantity of beer racked, verify this by examining the official Excise Book, and the totals there shown should agree approximately with the brewer's statement. The Excise officers allow a percentage for waste, but this percentage usually turns out to be more than the actual wastage. The next step is to verify the deficiencies (in quantities) shown by the Beer Trading Account with the various differences on the Beer Stock Accounts. The percentage of waste on output should be compared with that of previous years. When this has been done there is little room for errors in quantities, and, incidentally, these checks verify the Sales.

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(2) The brewer having supplied a statement of the quantities of materials used for brewing during the year, compare these with the results shown in the various Materials Accounts in the Impersonal Ledger. Compare these also with the Stock Book entries of materials used, and look carefully into any serious discrepancies. This work incidentally assists in verifying the quantities of the Stocks of Materials.

(3) See that beer in process of manufacture is included in the Stock of Beer, or that the materials used therein have been adjusted on the Stock Sheets.

(4) Verify part of the Beer Sales Day Book by means of the Order Books and the Cellarman's Sheets, and see that entries in Beer Stock Books are in accordance. Verify Cash Sales of Grains, Yeast, &c., by means of the Summaries of the Ticket Books, and check some of the Ticket Book counterfoils themselves with such Summaries. Also see that the debit of the Grains Book agrees with the amount of grains produced by the brewery, or ascertain that the brewer has personally seen to such debit entries.

(5) See that separate accounts are opened for the sales of each kind of by-products, and compare the percentages of such sales on the beer produced, with those of former years.

(6) Ascertain that the systems of internal check as regards Cash Received, Beer Returned, Bottles, and Wages Paid are satisfactory. Also that the Petty Cash Book is regularly examined and passed by the manager.

(7) As discounts allowed to customers are so heavy it is of the greatest importance that the cashier should have nothing to do with the posting up of the Sales Ledgers.

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CHAPTER XII.

LICENSING ACT, 1904.

By W. C. NORTHCOTT.

UNTIL quite recent date the subject of licensing would hardly have been one requiring treatment in a book on Brewery Accounts, but the passing of the Licensing Act, 1904, has raised points which cannot be ignored by those connected with the keeping of such accounts, and with which those who aspire to conduct brewery audits should be thoroughly conversant. The text of the Act and schedules is appended for purposes of reference.

Since the days of Edward VI., from which the licensing laws of this country practically date, innumerable Acts dealing with the subject have been passed; but whatever were the merits or demerits of these, none of them gave the trade permanency of tenure in the eyes of the law. Although licences were considered by the holders thereof to be permanent, provided the trade was properly conducted and the premises suitable, and although in the assessment of death duties, and claims for compensation upon demolition for local improvements, &c., they were treated in a similar manner, nevertheless they had to be renewed annually. It was in connection with this question of annual renewal that the House of Lords' judgment in the *cause célèbre* of *Sharp v. Wakefield* was given in 1891, whereby

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it was decided that the licensing Justices might refuse the renewal of a licence, apart from any question of misconduct on the part of the licensee, merely on the ground of its not being required.

Although this decision settled no new point of law, it created considerable comment at the time as being the final verdict of the highest tribunal in the land on a point of vital importance to the licensed trade of the country. For a few years no very stringent measures were taken, but the passing of the Licensing Act, 1902, although not in itself a very important Act, again brought the matter into prominence, and aroused the opponents of the licensed trade from the lethargy into which they had apparently fallen.

In many districts the licensing magistrates intimated to the brewers that certain licensed properties in such districts were not required and must be reduced, and as a means to that end suggested conferences between the interested parties. Large numbers of licences were voluntarily given up in some districts, and where the brewers failed to meet the magistrates in this respect the licences, or large numbers of them, were refused. It was in order to obviate this wholesale reduction of licences without compensation, merely on the ground of redundancy, that the Licensing Act, 1904, more generally known as the Compensation Act, was passed.

The main effect of the Act is to provide greater security to the owners of licensed properties, as by its provisions payment by way of compensation is provided for in cases where the licence is confiscated on the grounds of redundancy, or any other cause not due to the default of the licensee or the owner of the premises. It is also provided that this compensation is to be paid out of a fund created by the payment of an additional tax on licensed properties, such tax to be paid with, and

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of the levy to Capital Account, but the advocates of this mode of treatment appear to avoid, or to be ignorant of, the fundamental definition of capital expenditure—viz., that which is intended to permanently increase the output or profits of a business.

Whatever the arguments put forward, there can be no doubt as to the wisdom of meeting such payments out of revenue as they accrue; and, indeed, it is very difficult to see what valid reason can be shown to justify any other treatment of the levy. The question was one of particular importance in 1905, because, in order to create a fund, Quarter Sessions imposed the maximum rate of levy provided by the Act. Section 3, Sub-section 2, of the Act clearly states: "Charges payable under this section in respect of any licence shall be levied and paid *together with, and as part of*, the duties on the corresponding Excise licence." It has never been contended that the annual licence of a public-house or hotel is a capital charge, and from the wording of the section it was clearly the intention of the Legislature that the compensaton levy should be treated on exactly similar lines as the Excise licence. It has been suggested that an amount paid on account of the levy might temporarily be treated as paid in advance, and appear as an asset on the Balance Sheet of the business, all amounts received in respect of licences redeemed under the Act being credited to this account. This treatment is entirely unscientific, because, in addition to creating an account on the Balance Sheet for which there is no available asset, the fact is overlooked that, even supposing that the business in question receives any payment from the Compensation Fund, when such money is received for a confiscated licence a large part, if not the whole of the sum, must be credited to the capital outlay on the properties in order to compensate for the decreased earning power of that asset. Another suggestion put forward is that,

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as certain houses have been closed, the trade of those houses, assuming that the consumption in the district has not been reduced by their being closed, must of necessity be transferred to other houses owned by the firm in the same district. However, where, as is the case in most districts, the trade is held by several firms, it would be very difficult to prove that the trade had been transferred to other houses owned by the same firm, even if those houses did show an increased trade, as such increase might be due to a general development or revival of trade in that district. Where, as is still the case in some remote country districts, the whole of the houses in the village or district are owned by the same firm of brewers, it has been suggested that the amounts paid for the compensation levy might be capitalised, as in any case no loss of trade would be suffered by the brewers, yet it is submitted that even in this case the payments are only made to maintain the assets at their book value, and that no immediate benefit accrues to the brewer. The view advanced that the passing of the Act improves the general security of brewery concerns, whilst perfectly true in itself, is not one that can be considered in connection with the correct treatment of the compensation levy, or as an argument in favour of such levy being charged to Capital Account, as it must not be overlooked that in recent years most brewery concerns have had a revaluation of their assets upon flotation or issues of capital to the public, and in most cases the present market value of the assets of brewery companies is considerably less than their book value, notwithstanding the operation of the Compensation Act.

The levy, if made, is payable on October 10th in each year, with the licence, and, as it covers a period of one year commencing from that date, may be apportioned over that period with the licence. The charge being for a specific purpose, and payable in advance, is not one that need be provided for in

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anticipation, as was the case in several Brewery Accounts prepared for periods ending from June to September 1905. Where payments are made for grants of new annual licences under Section 4, Sub-section 2, or a short term licence under Section 4, Sub-section 3, of the Act, these should be written off revenue over the period of the licence, as it is entirely within the discretion of the Justices whether these licences shall be regranted upon the expiry of the term for which they were originally granted. The holders of such licences are not liable for any charge in respect of the compensation levy.

The question of income-tax upon the compensation levy is one upon which some discussion is likely to arise. In the case of brewery firms and companies, any amount paid by them as their proportion of levy upon tied houses is not likely to be allowed by Surveyors, as this payment would be looked upon by the Income-tax Authorities as a payment to secure trade, like Repairs, Rates, and Insurance upon houses not in own possession, which are never allowed. Where, however, the house is under management on behalf of the brewer, the amount paid would be allowed as a deduction off profits. In the case of a hotel-keeper or publican there is no doubt whatever that the amount paid would be allowed as an expense, as the licence now is, as the Act clearly lays down that the compensation levy is "*part of the duties on the corresponding Excise licence.*"

THE APPORTIONMENT OF THE LEVY BETWEEN LANDLORD AND TENANT.

This is a very simple matter, but one which, until the working of the Act is more generally known, is likely to cause no little controversy between occupiers and lessors of licensed premises. During the recent autumn many cases have occurred where even county magistrates themselves, who have owned licensed

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books, it therefore remains to be considered how any surplus or deficiency on the book value should be treated.

Assuming that the property has realised a higher sum than its book value, it might be suggested that the profit on the transaction is one that might be divisible among the shareholders as part of the ordinary dividend, but, having regard to all the surrounding facts, it is submitted that this would be a very dangerous form of procedure, even if allowed by the articles of the company. In law it is questionable whether such profits could be distributed in dividend, unless a revaluation of the whole of the properties were made, and that there was then a general surplus shown over the book value of the assets. Moreover, the fact cannot be overlooked that during the last few years most brewery businesses have had revaluations made of their licensed properties, and the value of the properties at the present time would in most cases show a considerable diminution upon their book value, a depreciation which has, strange to say, been accelerated rather than retarded by the passing of the Act.

On the other hand, if the net sum received for compensation does not equal the amount at which the licensed property stood in the books of the firm, and a loss is therefore made, it is submitted that this being in law a capital loss need not of necessity be provided for out of revenue, and may remain to be dealt with upon a general revaluation of the assets. Where, however, an available fund is in existence out of which the loss could be met, such as General Reserve Account or a surplus of undivided profits, it is certainly a more prudent and advisable course to provide for such losses as they arise, rather than carry them forward as a Suspense Account unrepresented by any tangible asset.

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Such are the broad principles of the Act and the various ways in which the books and accounts of breweries are affected by it. At the present time (February 1906) only one levy—but that at the maximum rate—has been made, and comparatively few properties have been acquired under the provisions of the Act; but there is every indication that the further reduction of licences on a considerable scale will be effected. In these early days of the working of the Act there are many points which must of necessity remain uncertain and in abeyance until fuller experience has been gained with its provisions and the manner in which they are carried out by those responsible for their administration, upon whom to a great extent depends the success or failure of the Licensing Act, 1904.

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APPENDIX.

LICENSING ACT, 1904 (4 Edward VII., Chapter 23).

An Act to amend the Licensing Acts, 1828 to 1902, in respect to the extinction of licences and the grant of new licences.

[15th August 1904.]

Be it enacted by the King's most Excellent Majesty, by and with the advice and consent of the Lords Spiritual and Temporal, and Commons, in this present Parliament assembled, and by the authority of the same, as follows:—

1.—(1) The power to refuse the renewal of an existing on-licence, on any ground other than the ground that the licensed premises have been ill-conducted or are structurally deficient or structurally unsuitable, or grounds connected with the character or fitness of the proposed holder of the licence, or the ground that the renewal would be void, shall be vested in Quarter Sessions instead of the Justices of the licensing district, but shall only be exercised on a reference from those Justices, and on payment of compensation in accordance with this Act.

In every case of the refusal of the renewal of an existing on licence by the Justices of a licensing district, they shall specify in writing to the applicant the grounds of their refusal.

(2) Where the Justices of a licensing district on the consideration by them, in accordance with the Licensing Acts, 1828 to 1902, of applications for the renewal of licences are of opinion that the question of the renewal of any particular existing on licences requires consideration on grounds other than those on which the renewal of an existing on licence can be refused by them, they shall refer the matter to Quarter Sessions, together with their report thereon, and Quarter Sessions shall consider all reports so made to them, and may, if they think it expedient, after giving the persons interested in the licensed

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premises, and, unless it appears to Quarter Sessions unnecessary, any other persons appearing to them to be interested in the question of the renewal of the licence of those premises (including the Justices of the licensing district), an opportunity of being heard, and subject to the payment of compensation under this Act, refuse the renewal of any licence to which any such report relates.

2.—(1) Where Quarter Sessions refuse the renewal of an existing on licence under this Act, a sum equal to the difference between the value of the licensed premises (calculated as if the licence were subject to the same conditions of renewal as were applicable immediately before the passing of this Act, and including in that value the amount of any depreciation of trade fixtures arising by reason of the refusal to renew the licence), and the value which those premises would bear if they were not licensed premises, shall be paid as compensation to the persons interested in the licensed premises.

(2) The amount to be so paid shall, if an amount is agreed upon by the persons appearing to Quarter Sessions to be interested in the licensed premises and is approved by Quarter Sessions, be that amount, and in default of such agreement and approval shall be determined by the Commissioners of Inland Revenue in the same manner and subject to the like appeal to the High Court as on the valuation of an estate for the purpose of estate duty, and in any event the amount shall be divided amongst the persons interested in the licensed premises (including the holder of the licence) in such shares as may be determined by Quarter Sessions:

Provided that in the case of the licence holder regard shall be had not only to his legal interest in the premises or trade fixtures, but also to his conduct and to the length of time during which he has been the holder of the licence, and the holder of a licence, if a tenant, shall (notwithstanding any agreement to the contrary) in no case receive a less amount than he would be entitled to as tenant from year to year of the licensed premises.

(3) If on the division of the amount to be paid as compensation any question arises which Quarter Sessions consider can be more conveniently determined by the County Court, they may refer that question to the County Court in accordance with Rules of Court to be made for the purpose.

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(4) Any costs incurred by the Commissioners of Inland Revenue on an appeal from their decision to the High Court under this section shall, unless the High Court order those costs to be paid by some party to the appeal other than the Commissioners, be paid out of the amount to be paid as compensation.

3.—(1) Quarter Sessions shall, in each year, unless they certify to the Secretary of State that it is unnecessary to do so in any year, for the purposes of this Act impose in respect of all existing on licences renewed in respect of premises within their area, charges at rates not exceeding, and graduated in the same proportion as, the rates shown in the scale of maximum charges set out in the First Schedule to this Act.

(2) Charges payable under this section in respect of any licence shall be levied and paid together with and as part of the duties on the corresponding excise licence, but a separate account shall be kept by the Commissioners of Inland Revenue of the amount produced by those charges in the area of any Quarter Sessions, and that amount shall in each year be paid over to that Quarter Sessions in accordance with rules made by the Treasury for the purpose.

(3) Such deductions from rent as are set out in the Second Schedule to this Act may, notwithstanding any agreement to the contrary, be made by any licence holder who pays a charge under this section, and also by any person from whose rent a deduction is made in respect of the payment of such a charge.

(4) Any sums paid under this Act to Quarter Sessions in respect of the charges under this section, or received by Quarter Sessions from any other source for the payment of compensation under this Act, shall be paid by them to a separate account under their management, and the moneys standing to the credit of that account shall constitute the compensation fund.

(5) Any expenses incurred by Quarter Sessions in the payment of compensation under this Act, or otherwise in the exercise of their powers or the performance of their duties under this Act, and such expenses of the Justices of the licensing district incurred under this Act as Quarter Sessions may allow, shall be paid out of the compensation fund, and Quarter Sessions, in the exercise of their powers under this Act, shall have regard to the funds available for the purpose.

Quarter Sessions may, with the consent of a Secretary of State, borrow in accordance with rules made under this Act, on the security of

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the compensation fund, for the purpose of paying any compensation payable under this Act.

4.—(1) The power of the County Licensing Committee to confirm new licences, and any other power of that Committee shall be transferred to Quarter Sessions.

(2) The Justices, on the grant of a new on licence, may attach to the grant of the licence such conditions, both as to the payments to be made and the tenure of the licence and as to any other matters, as they think proper in the interests of the public; subject as follows:—

(*a*) Such conditions shall in any case be attached as, having regard to proper provision for suitable premises and good management, the Justices think best adapted for securing to the public any monopoly value which is represented by the difference between the value which the premises will bear, in the opinion of the Justices, when licensed, and the value of the same premises if they were not licensed: Provided that, in estimating the value as licensed premises of hotels or other premises where the profits are not wholly derived from the sale of intoxicating liquor, no increased value arising from profits not so derived shall be taken into consideration:

(*b*) The amount of any payments imposed under conditions attached in pursuance of this section shall not exceed the amount thus required to secure the monopoly value.

(3) The Justices may, if they think fit, instead of granting a new on licence as an annual licence, grant the licence for a term not exceeding seven years, and where a licence is so granted for a term—

(*a*) Any application for a re-grant of the licence on the expiration of the term shall be treated as an application for the grant of a new licence, not as an application for the renewal of a licence, and during the continuance of the term the licence shall not require renewal: and

(*b*) Any transfer of the licence shall, subject to any conditions attached thereto on the grant, have effect for the remainder of the term of the licence, and may be granted at a general annual licensing meeting as well as at special sessions, and any reference to special sessions in any enactment relating to transfers or protection orders shall include a reference to the general annual licensing meeting.

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(4) The amount of any payments made in pursuance of any conditions under this section shall be collected and dealt with in the same manner as the duties on local taxation licences within the meaning of Section 20 of the Local Government Act, 1888.

(5) A licence granted for a term under this section may (without prejudice to any other provisions as to forfeiture) be forfeited, if any condition imposed under this section is not complied with, by order of a Court of Summary Jurisdiction, made on complaint, or, if the holder of the licence is convicted of any offence committed by him as such, by the Court by whom he is convicted, but where a licence is so forfeited the owner of the licensed premises shall have all the rights conferred on owners by Section 15 of the Licensing Act, 1874.

(6) On the confirmation of a new on licence, the confirming authority may, with the consent of the Justices authorised to grant the licence, vary any conditions attached to the licence under the provisions of this section.

5.—(1) Quarter Sessions may, if they think fit, divide their area into districts for the purposes of this Act, and in that case this Act shall operate as if those districts were separate areas for the purposes of this Act under the same Quarter Sessions.

(2) Quarter Sessions may delegate any of their powers and duties under this Act to a Committee appointed in accordance with rules made by them under this section, and, except in a county borough, shall so delegate their power of confirming the grant of a new licence, and of determining any question as to the refusal of the renewal of a licence under this Act and matters consequential thereon, and County Licensing Committees shall cease to be appointed under the Licensing Act, 1872.

(3) Quarter Sessions may make rules to be approved by a Secretary of State, for the mode of appointment of Committees under this section, and for the number, the quorum, and (so far as procedure is not otherwise provided for) the procedure of those Committees.

(4) The Justices of a licensing district being a county borough shall exercise their powers under the Licensing Acts, 1828 to 1902, as to the renewal of licences through the Borough Licensing Committee appointed under Section 38 of the Licensing Act, 1872, and such number as the whole body of Justices acting in and for the borough determine shall be substituted for seven as the maximum number, and seven shall be substituted for three as the minimum number, of that Committee.

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The expression "on licence" means a licence for the sale of any intoxicating liquor (other than wine alone or sweets alone) for consumption on the premises, and the expression "new on licence" shall be construed accordingly; and the expression "existing on licence" means an on licence in force at the date of the passing of this Act, and includes a licence granted by way of renewal from time to time of a licence so in force, whether such licence continues to be held by the same person, or has been or may be transferred to any other person or persons:

Provided that, where a provisional grant and order of confirmation of an on licence has been made before the passing of this Act under Section 22 of the Licensing Act, 1874, and is subsequently declared to be final under that section, the licence shall, although not in force at the date of the passing of this Act, be deemed to be an existing on licence:

The expression "transfer" means a transfer under Section 4 or Section 14 of the Alehouse Act, 1828.

10.—(1) This Act may be cited as the Licensing Act, 1904, and may be cited and shall be construed as one with the Licensing Acts, 1828 to 1902.

(2) This Act shall come into operation on the first day of January nineteen hundred and five.

(3) This Act shall not extend to Scotland or Ireland.

SCHEDULES.

SCHEDULE I.—SCALE OF MAXIMUM CHARGES.

Annual Value of Premises to be taken as for the purpose of the Publican's Licence Duty.						Maximum Rate of Charge.		
£			£			£	s	d
	Under		15	..	..	1	0	0
15	and	under	20	..	..	2	0	0
20	,,	,,	25	..	..	3	0	0
25	,,	,,	30	..	..	4	0	0
30	,,	,,	40	..	..	6	0	0
40	,,	,,	50	..	..	10	0	0
50	,,	,,	100	..	..	15	0	0
100	,,	,,	200	..	..	20	0	0
200	,,	,,	300	..	..	30	0	0
300	,,	,,	400	..	..	40	0	0
400	,,	,,	500	..	..	50	0	0
500	,,	,,	600	..	..	60	0	0
600	,,	,,	700	..	..	70	0	0
700	,,	,,	800	..	..	80	0	0
800	,,	,,	900	..	..	90	0	0
900	and	over		..	..	100	0	0

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